toyfair
Hasbro
Investor Event | 2015
NERF
Play-Doh

Debbie Hancock
VP, Investor Relations
Hasbro

Safe Harbor

This presentation contains forward-looking statements concerning management's expectations, goals, objectives and similar matters, which are subject to risks and uncertainties. These forward-looking statements may include comments concerning our future product, marketing and entertainment plans, financial goals, costs and expectations for our future product and financial performance. There are many factors that could cause actual results and experience to differ materially from the anticipated results or other expectations expressed in these forward-looking statements, including consumer and retailer interest in our products and product lines, changes in marketing, entertainment and business plans and strategies and future global economic conditions, including foreign exchange rates. Some of those factors are set forth in the Company's Annual Reports on Form 10-K, in the Company's Quarterly Reports on Form 10-Q, in the Company's Current Reports on Form 8-K and in the Company's other public disclosures. The Company undertakes no obligation to make any revisions to the forward-looking statements contained in this presentation to reflect events or circumstances occurring after the date of this presentation.

Agenda

World's Best Play Experiences: Brian Goldner

Brand Blueprint: John Frascotti & Global Brand Teams

Markets & Channel Update: Wiebe Tinga

Financial Review: Deb Thomas

Question & Answer Session

Showroom Tours

Brian **Goldner**

President and Chief Executive Officer

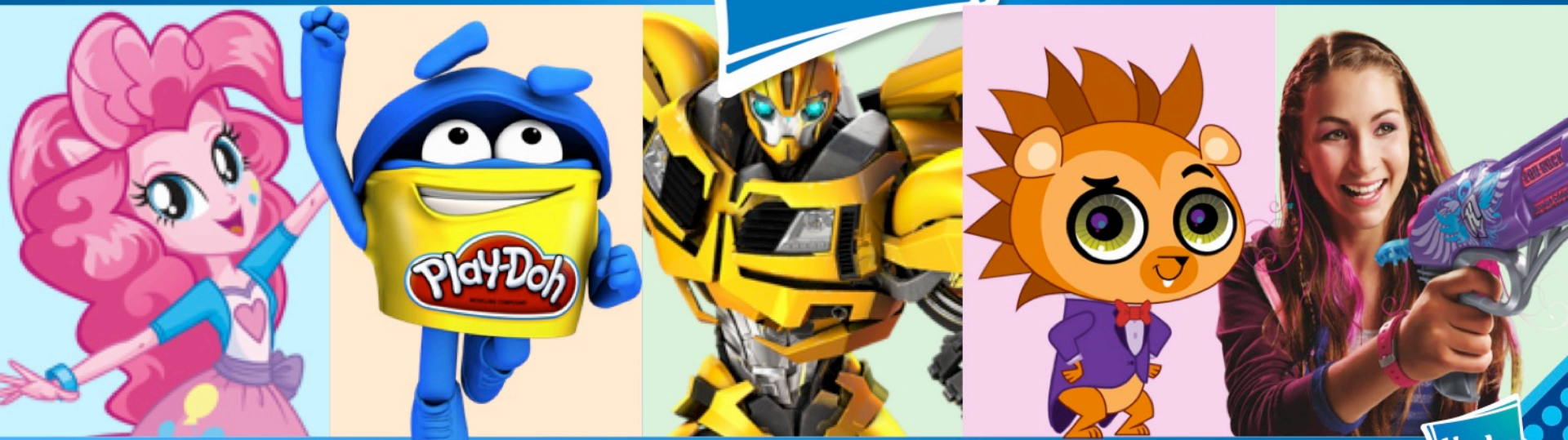
Hasbro
Creating the
World's Best Play
Experiences

Consumer
Toys & Games
consumer engagement
global landscape
storytelling
Brand Ubiquity
Engagement
Meaning
Economy
Best Play Experiences
Brands
Power
innovation
Growth
Rates
Platform Agnostic
Media Consumption
Connection
Differentiated
Proprietary Consumer Insights
New Brands
Analog & Digital
Entertainment

Creating the World's Best Play Experiences

Brand Blueprint

Hasbro Today



YEAR IN REVIEW 2014

- **Revenue increased** 5% to $4.28B
- **Revenue growth** across all major operating segments
- **Franchise Brands** grew 31%
- **Top and bottom line** profit growth
- **Strong return** to shareholders

GLOBAL LANDSCAPE

CONSUMER ENGAGEMENT

STORYTELLING

INNOVATION

Global Reach

Offices in more than
35 countries

Sales in over
120 countries

Driving growth
in emerging markets

Emerging Markets

16%
of Total 2014 Revenue

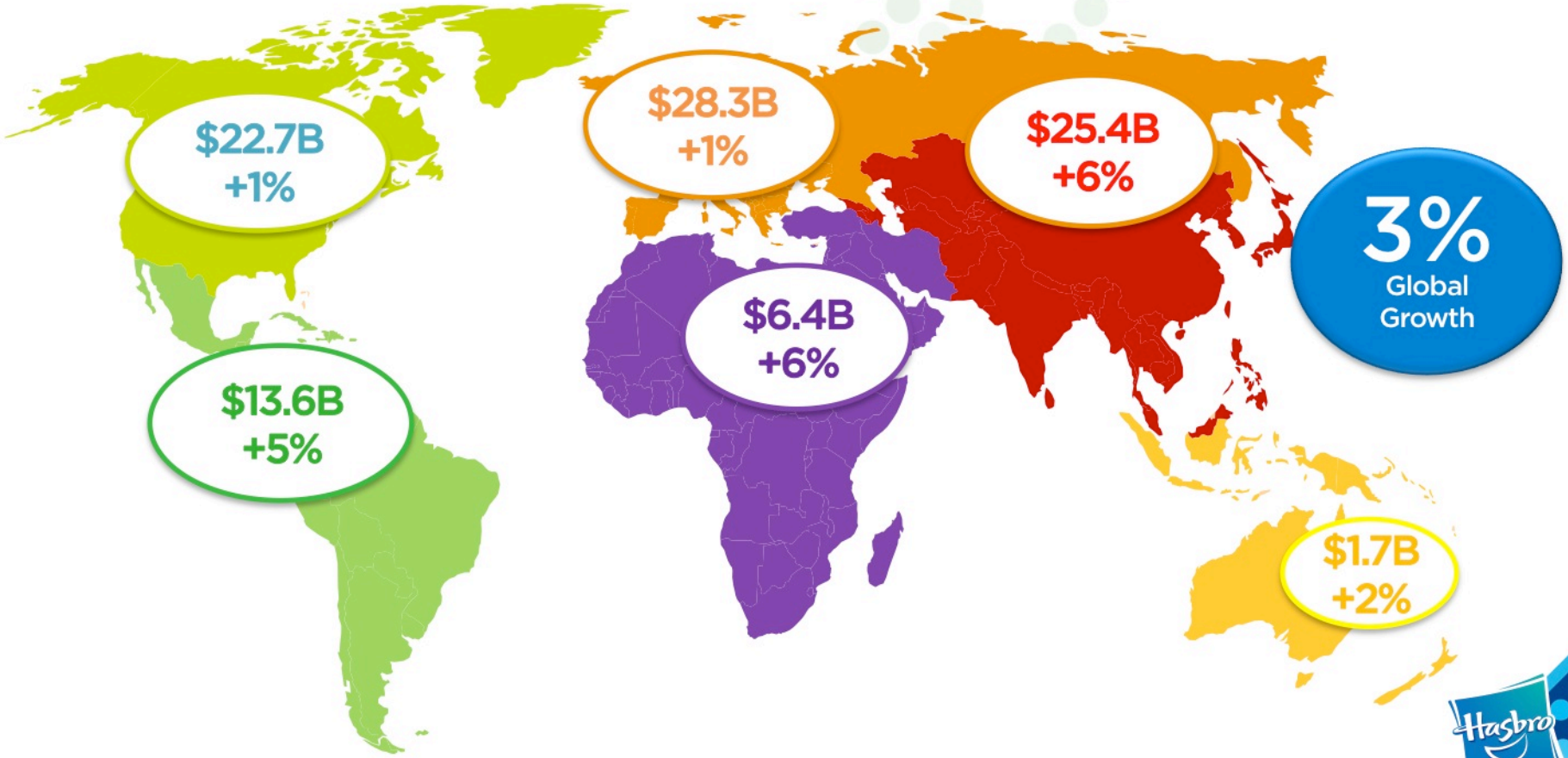
3-Yr CAGR: 20% | 5-Yr CAGR: 24%

3-Yr CAGR: 40% | 5-Yr CAGR: >100%

Global Toy Growth

Emerging Market Momentum

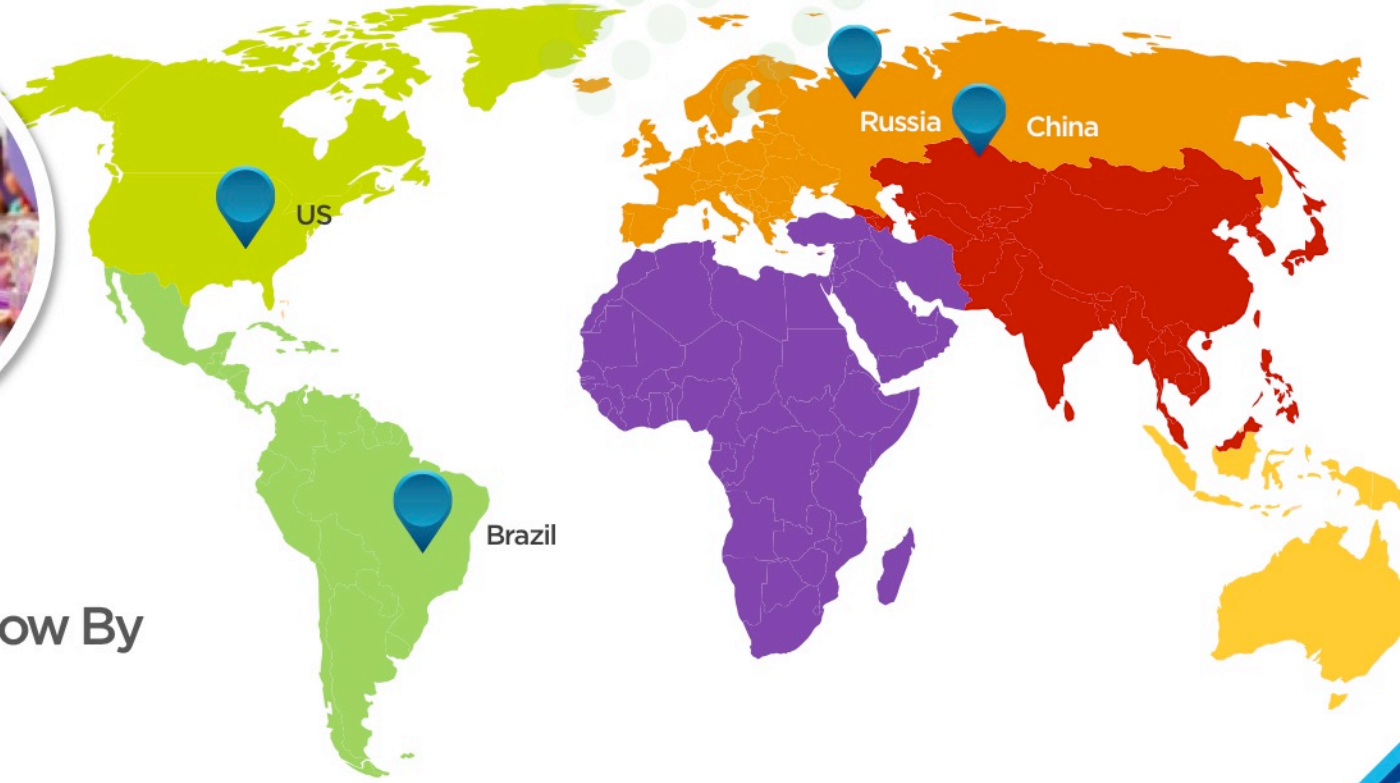
Projected 2018 Toy & Game by Region: CAGR 2014-2018



Source: Euromonitor International

Global Retail Expansion

U.S. and BRC Lead the Way

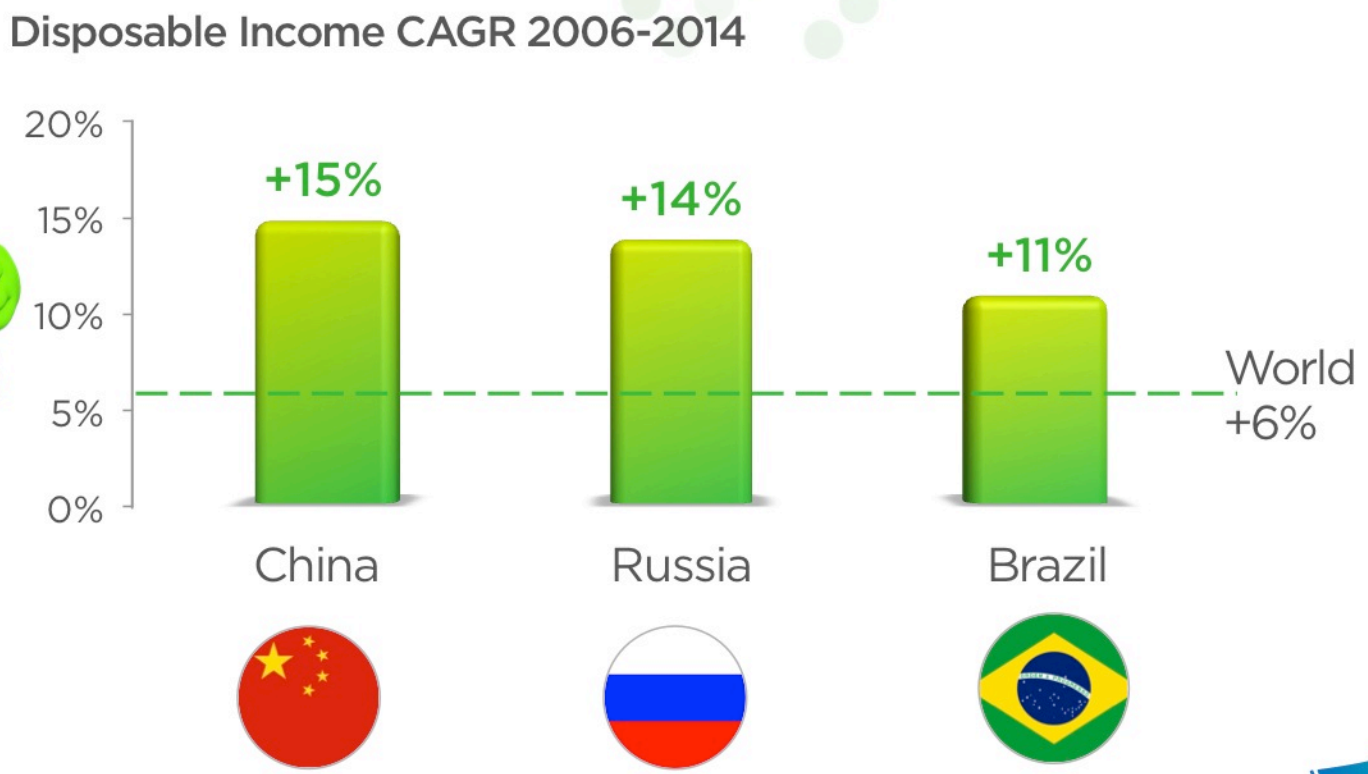


Global Points of Distribution to Grow By

25%

By 2017

Disposable Income
Growth in Emerging Markets



Source: Euromonitor International

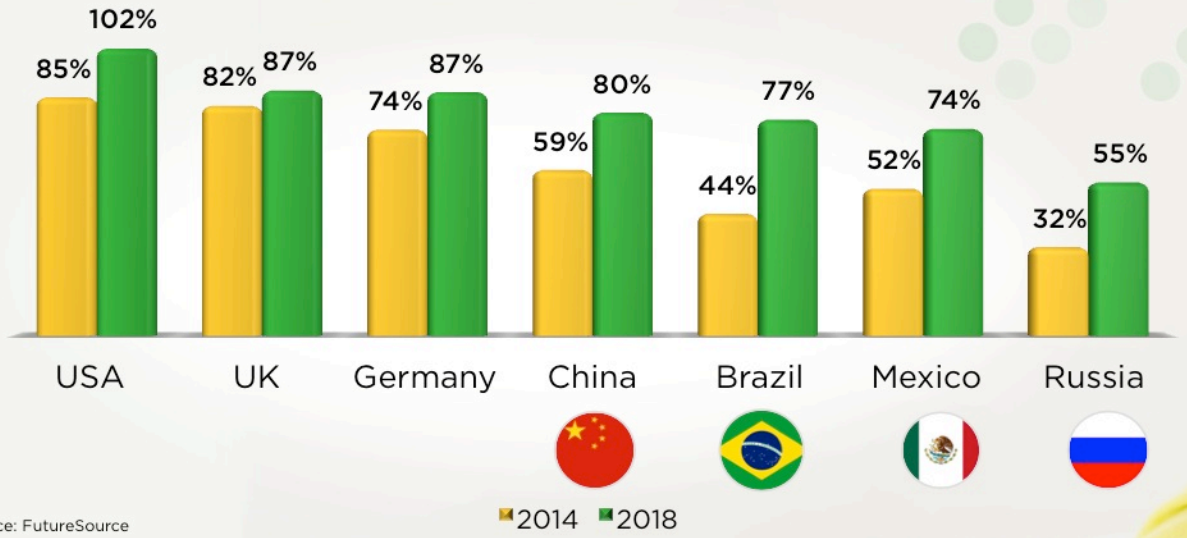
RI HAPPY BRINQUEDOS

© Hasbro Brazil

Mobile Connectivity

Connected Emerging Market Consumers

Smartphone Penetration Forecast



Source: FutureSource

10B+

Mobile Connected Devices by 2018

Source: Cisco's "Visual Networking Index (VNI) Global Mobile Data

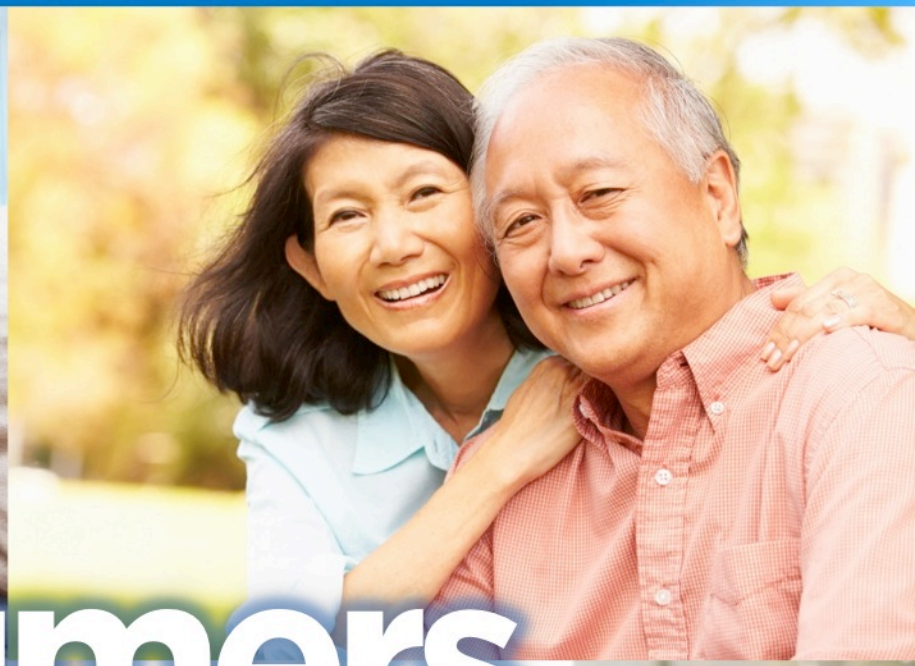
Infrastructure Growth

Our Growth Expectations

Developed economies are targeted to grow modestly*

Double digit growth in emerging markets*

*Excluding the impact of foreign exchange



consumers

Deep Understanding
through Foundational Studies

Modern Parent

Modern Play

Power of Story

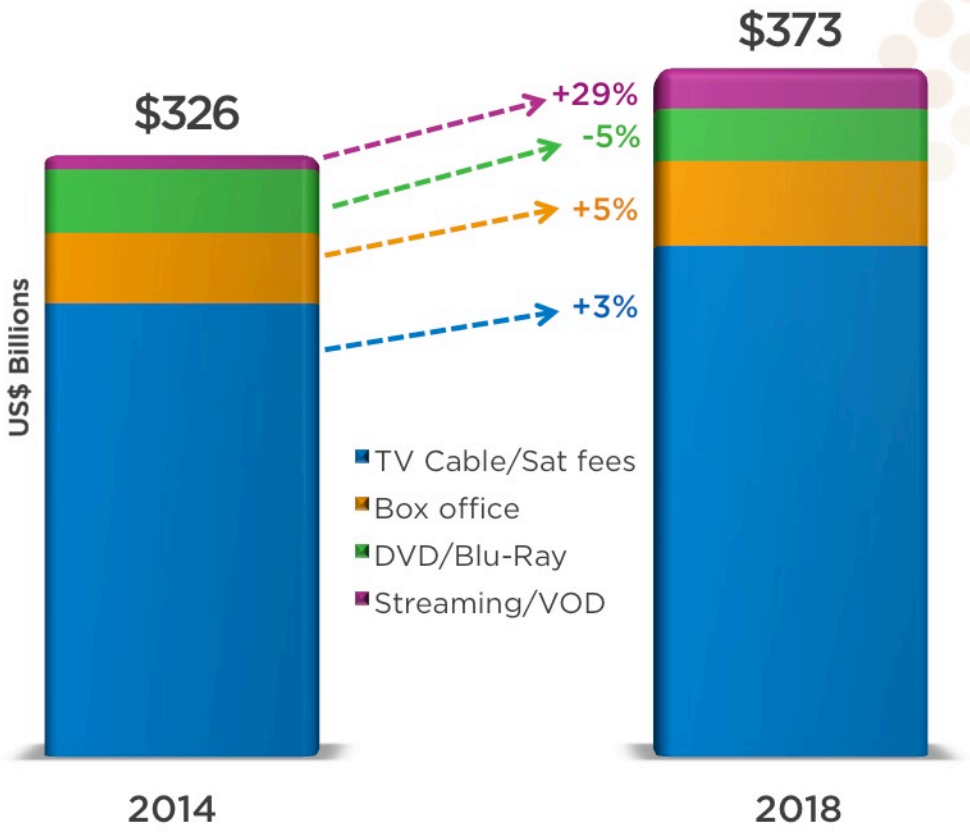
Deepens consumer **engagement**

Shows kids **how to play**

Kids want to **participate** in story

storytelling

Entertainment Formats

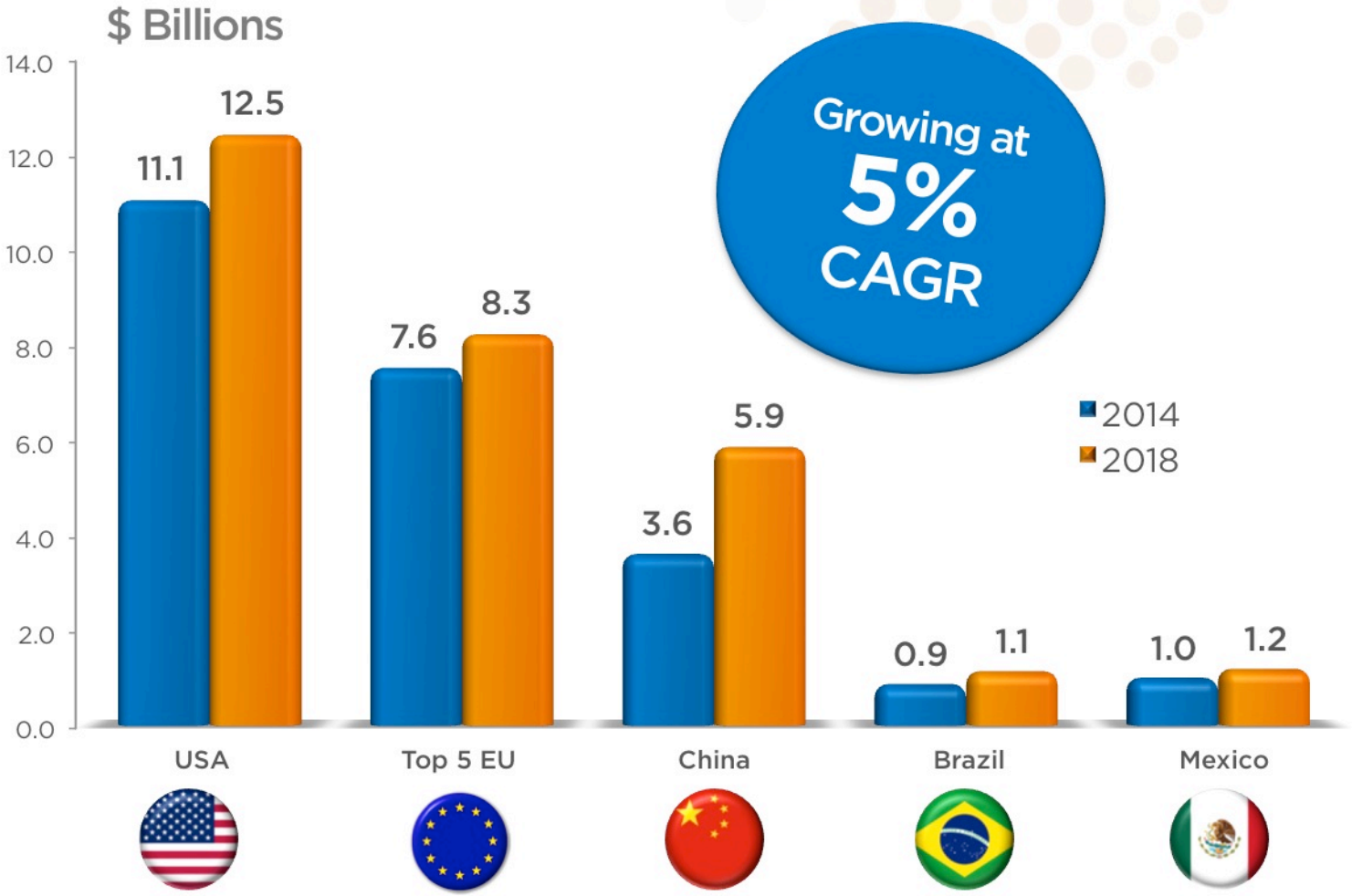


TV represents growth of over **$31 Billion** from 2014 to 2018

TV

Streaming/VOD includes both subscriptions (e.g. Netflix) and transactional (e.g. iTunes)
Source: PwC Global entertainment and media outlook 2014-2018

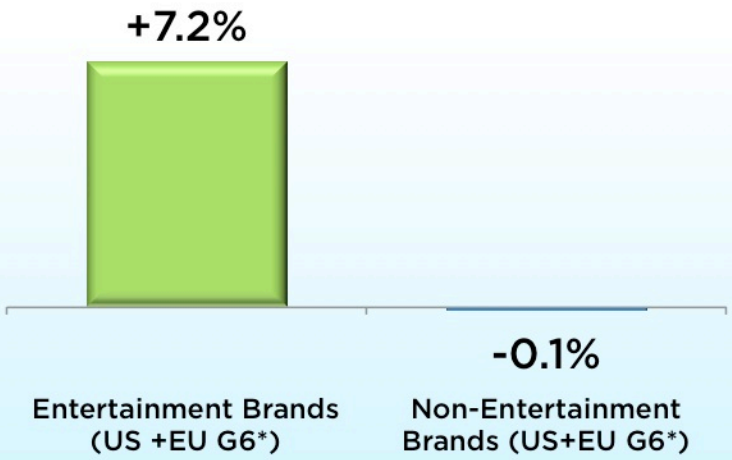
Global Box Office



Source: PwC Global entertainment and media outlook 2014-2018

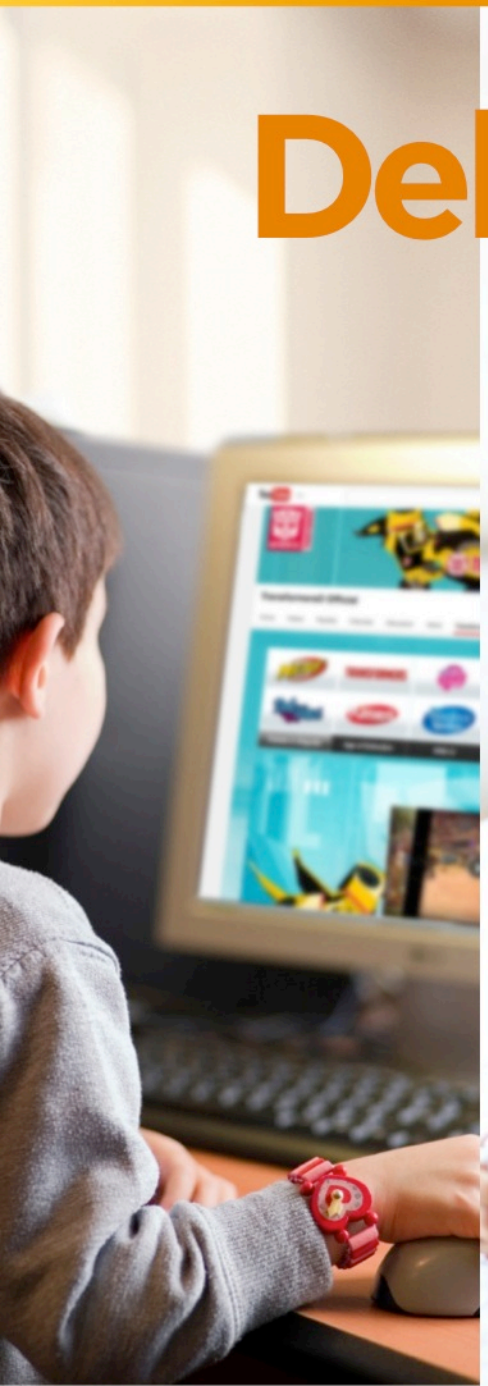
Entertainment Driving Growth

CAGR 2012-2014
Branded Toy & Game Industry
Top 100 Properties



*EU G6 = UK, France, Germany, Spain, Italy, Poland
Source: The NPD Group/Retail Tracking Service
Entertainment as defined by Hasbro

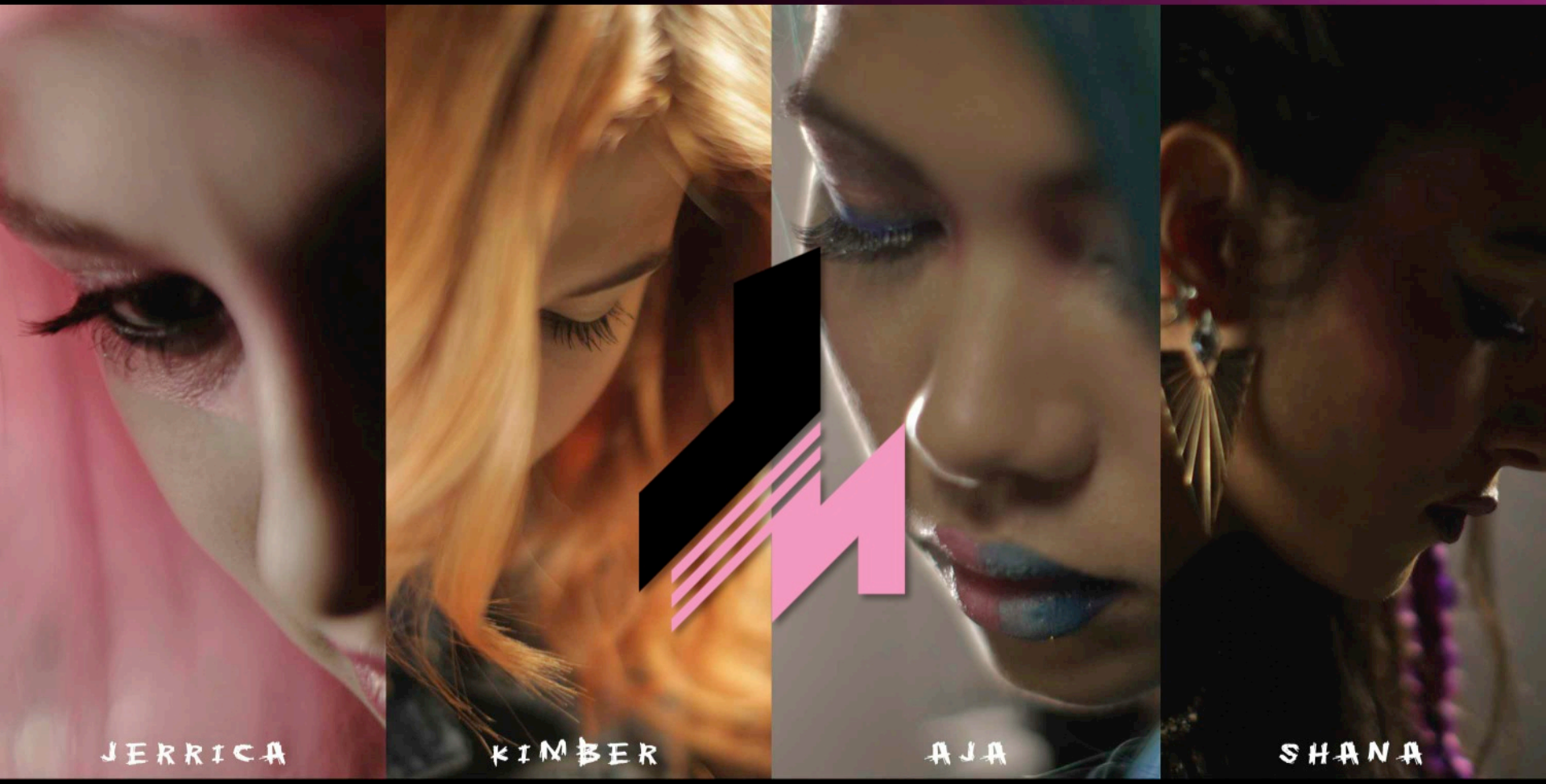
Delivering Our Stories



Great Stories

Discovery
Family
10.13.14
More than 1,000 hours of Hasbro programming since rebrand

$1.1B
Worldwide
Box Office
TRANSFORMERS
AGE OF EXTINCTION
Hasbro

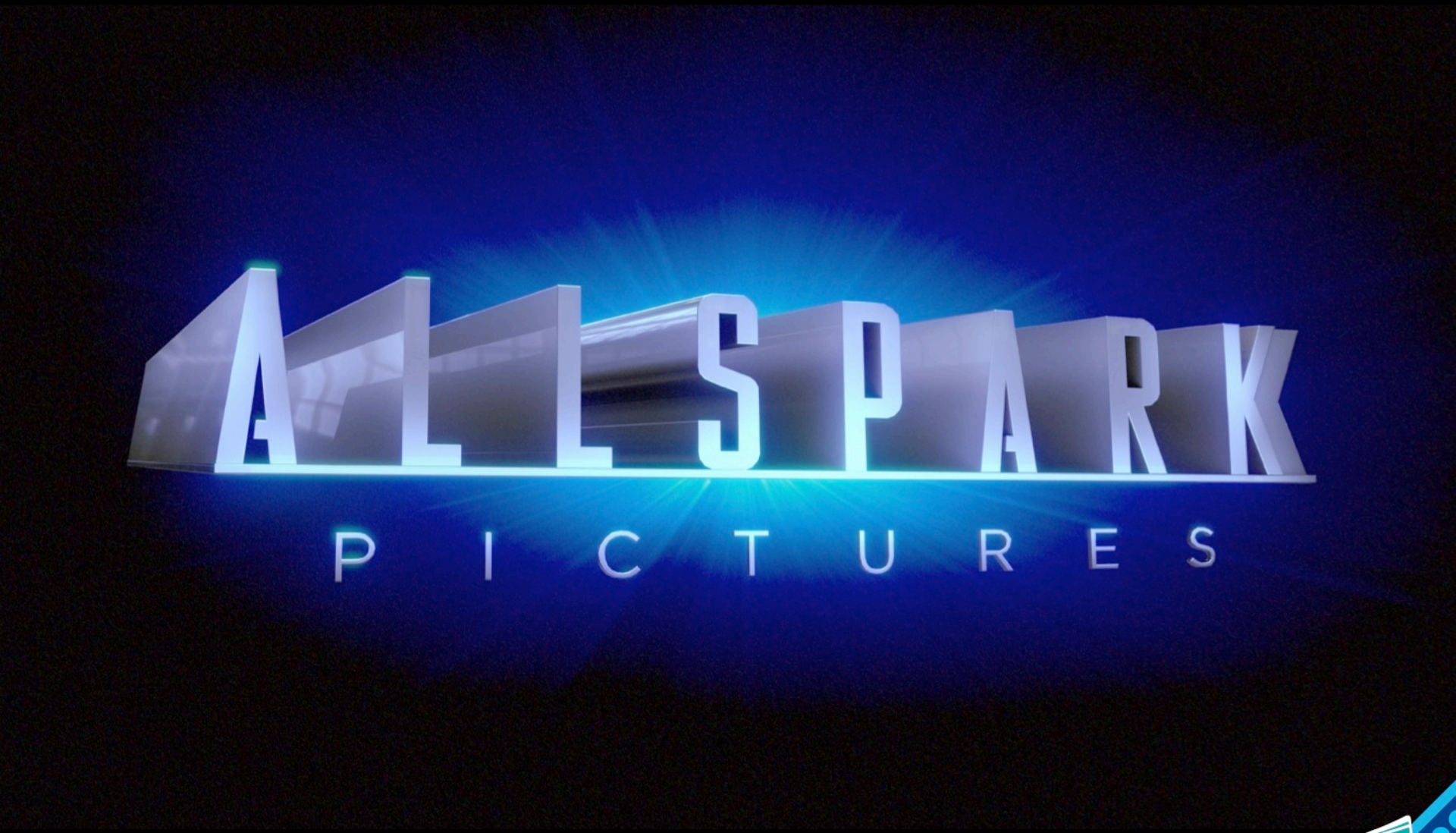


UNIVERSAL
A COMCAST COMPANY

JEM AND THE HOLOGRAMS

Hasbro

Video Playing in Room


ALLSPARK
PICTURES

my LITTLE PONY
THE MOVIE
THE MAGIC BEGINS IN 2017
Hasbro

Franchise Brands

TRANSFORMERS

MAGIC The Gathering

Play-Doh

my Little Pony

Littlest Pet Shop

NERF

MONOPOLY

Partner Brands

MARVEL

STAR WARS

Disney FROZEN

Disney DESCENDANTS

Disney PRINCESS

JURASSIC PARK

trolls

123 SESAME STREET

Brand Adjacencies

New Brands

STRETCH ARMSTRONG

YO-KAI WATCH

Hasbro

INNOVATION

Inspiring Innovation

Goal Oriented Innovation

Innovators Lead Cross Functional Teams

Develop Fluid Play Across Analog and Digital

NERF
RIVAL
PRECISION BATTLING
Hasbro

GLOBAL LANDSCAPE

CONSUMER ENGAGEMENT

STORYTELLING

INNOVATION

Medium-term Objectives

- Developed economies will grow modestly through brand innovation and market share gains*
- Emerging markets will grow double digits*
- We are focused on improving operating margins
- We expect to generate operating cash flow of $500M annually

*Excluding the impact of foreign exchange

John Frascotti

President, Hasbro Brands

Hasbro

Brand Blueprint

Brand Architecture

Franchise & Partner Brands

TRANSFORMERS
MAGIC The Gathering
MONOPOLY
NERF
Play-Doh
my Little PONY
Littlest Pet Shop
MARVEL
STAR WARS
Disney PRINCESS
Disney FROZEN
Disney DESCENDANTS
trolls
123 SESAME STREET
JURASSIC PARK

Challenger Brands

FurReal Friends
PLAYSKOOL
PLAYSKOOL HEROES
Baby Alive
Furby
KRE-O
Gaming Mega Brands
OPERATION
Twister
CONNECT 4
The Game of LIFE
ELEFUNK & FRIENDS
TRIVIAL PURSUIT
Jenga
SCRABBLE

New Brands

STRETCH ARMSTRONG
Hana Zuki Full of Treasures
MICRONAUTS
THEY CAME FROM INNER SPACE

Hasbro

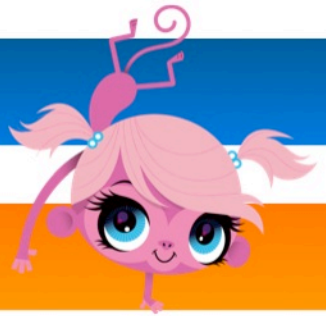
Our Brands

1 Global Consumer Insights

Our Brands

1 Global Consumer Insights

2 Compelling Branded Content



Our Brands

1. Global Consumer Insights
2. Compelling Branded Content
3. Innovative High Play Value Experiences

Our Brands

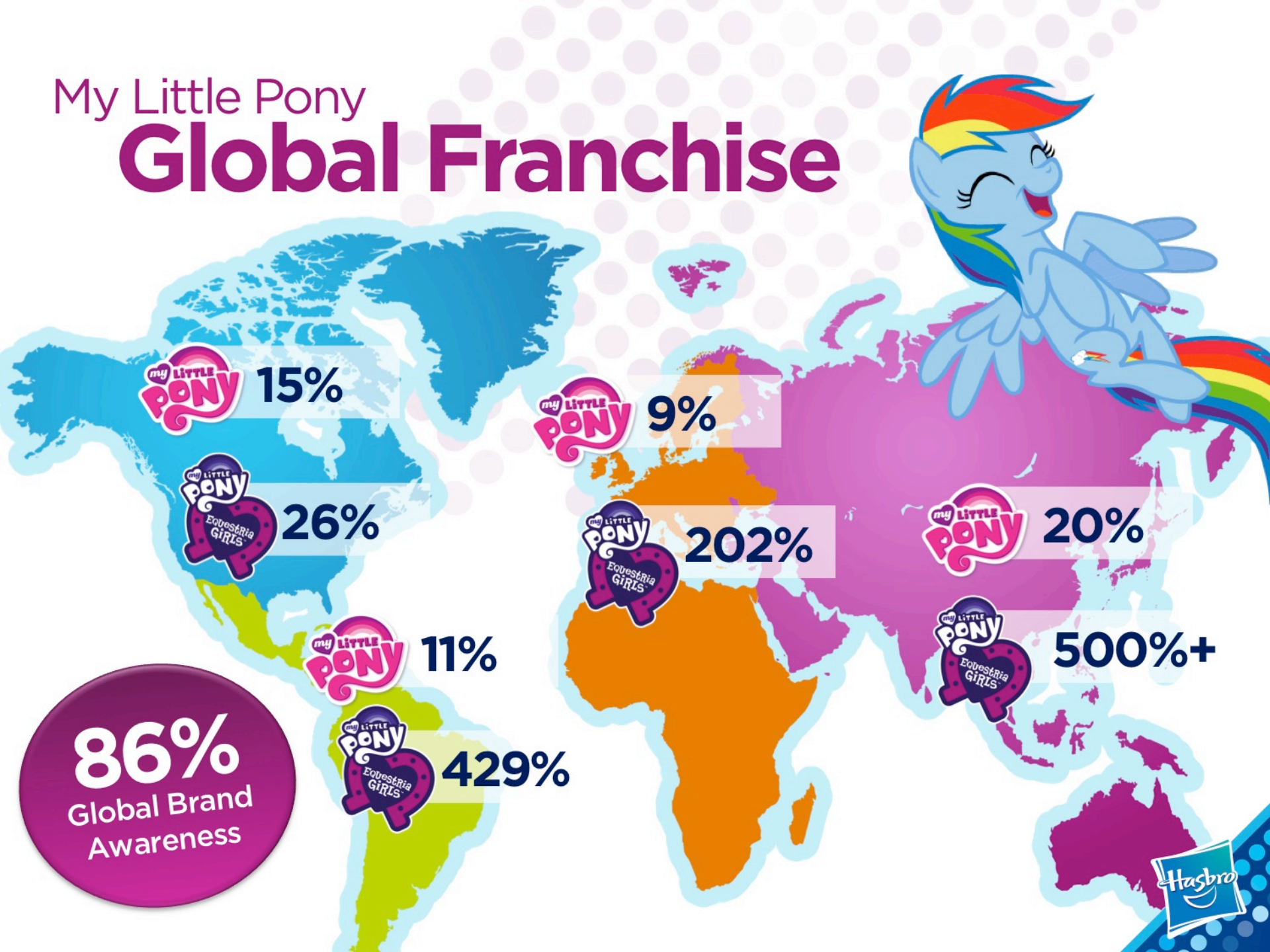
1. Global Consumer Insights
2. Compelling Branded Content
3. Innovative High Play Value Experiences
4. Fluidity Across Brand Expressions

Our Brands

1. Global Consumer Insights
2. Compelling Branded Content
3. Innovative High Play Value Experiences
4. Fluidity Across Brand Expressions
5. Multi-Platform Distribution

Best Year
Ever
my LITTLE PONY
my LITTLE PONY
Equestria GIRLS
Hasbro

My Little Pony
Global Franchise



my LITTLE PONY
$1 BILLION at Retail
Hasbro

Season
5
Cutie mark magic
my LITTLE PONY
FRIENDSHIP is MAGIC
100th
EPISODE
Hasbro

Video Playing in Room

Stories for

Fans of All Ages

2M+
Comics Sold!

Diamond GEM AWARDS

Gem Diamond Award Winner!

Digital Experiences

iBooks

#1 Paid Book App on iBooks in 28 Countries

playdate DIGITAL

Six **#1** Apps on iTunes

YouTube

95M
Views on YouTube

GAMELOFT

30M
Downloads

4M MAUs

Hasbro

All New

Digitally Integrated Experience

1

Download

2

Scan to Unlock
(on toy or playset)

3

PLAY!

Expanding Franchise Base

My Little Pony by Playskool

My Little Pony

My Little Pony Pop

My Little Pony Equestria Girls

My Little Pony

Hasbro

Audio Only

my LITTLE PONY
EQUESTRIA GIRLS
2014 Success
RAINBOW ROCKS
Hasbro

Wonder Colts
My Little Pony
Equestria Girls
Shadow Bolts
Coming Fall 2015
Friendship Games
Hasbro

Deeper Experience

Immersive Digital Experiences

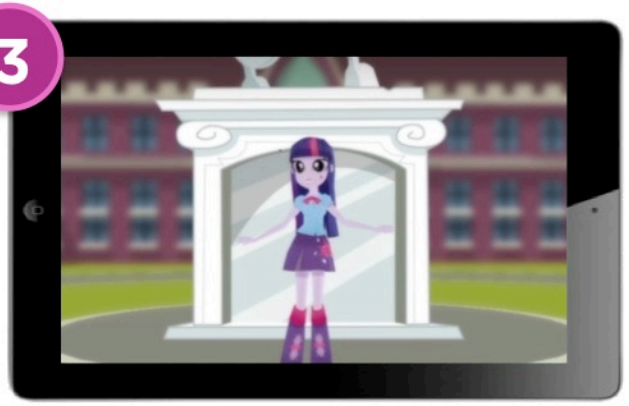
1

Download

2

Scan to Unlock

3



PLAY!

my LITTLE PONY
EQUESTRIA GIRLS
L 5
RAINBOW ROCKS
FRIENDSHIP IS MAGIC
D10
COLTS
Walmart
TOYS R US
Hasbro

Детский мир

Hasbro

my LITTLE PONY
el Poder de la Amistad
Equestria GIRLS
RAINBOW ROCKS
Rainbow POWER
HARVEST
RIPLEY
Hasbro

RI HAPPY
BRINQUEDOS

Consumer Engagement: China

my LITTLE PONY

Consumer Engagement: Latin America

Engaging Consumers Across
Multiple Categories

Trending **Fashion Partnerships**

ALICE VANDY
INTERNATIONAL FASHION DESIGNER

colette

SELFRIDGES&CO

H&M

COTTON ON

TOPSHOP

my LITTLE PONY
THE MOVIE
THE MAGIC BEGINS IN 2017
Hasbro

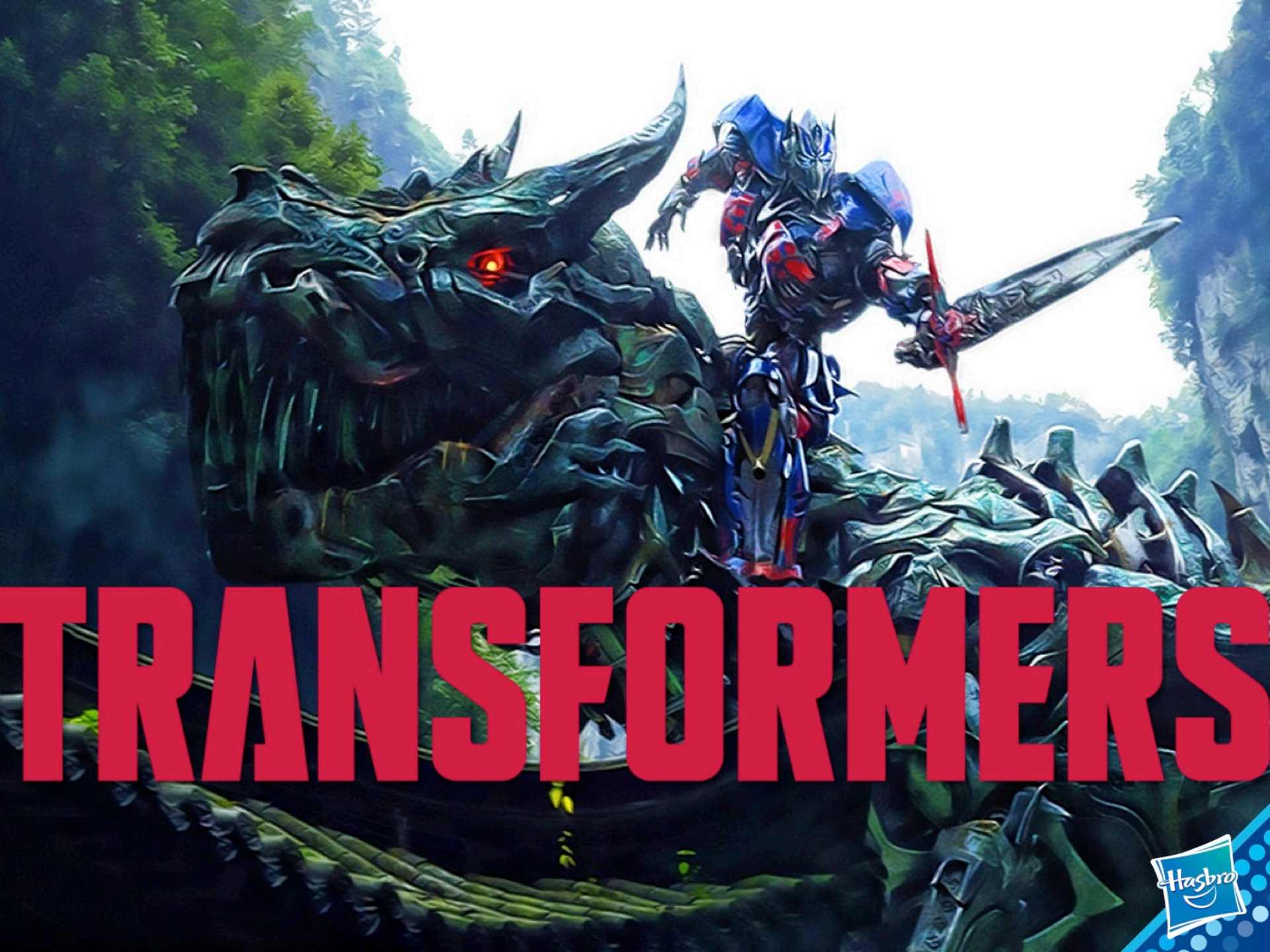
My Little Pony Blueprint

Toy & Game Product Innovation

Digital Media

Lifestyle Licensing

Immersive Entertainment Experiences


TRANSFORMERS
Hasbro

Consumer Strategy

TRANSFORMERS

Recruit	Engage	Expand
TRANSFORMERS RESCUE BOTS	TRANSFORMERS ROBOTS IN DISGUISE	TRANSFORMERS COMBINER WARS
Preschool Age: 2-4	**Core Boys** Age: 5-10	**Fan** Age: 10+

Hasbro

For Our

Youngest Customers

TRANSFORMERS RESCUE BOTS

Hasbro

CARTOON NETWORK

U.S. Primetime Premiere March 14, 2015

TRANSFORMERS
ROBOTS IN DISGUISE

Hasbro

Video Playing in Room

TRANSFORMERS
ROBOTS IN DISGUISE

360° Digital Ecosystem

1

Download

2

Scan to Unlock

3

PLAY!

Broadcast

Toy

Licensing

Retail

Promotions

McDonald's

Hasbro

TRANSFORMERS

COMBINER WARS

IDW PUBLISHING

:DeNA

TRANSFORMERS BATTLE TACTICS

Hasbro

TRANSFORMERS

COMBINER WARS

Combine all Key Scales into **Giant Customizable Robots**

Hasbro

TRANSFORMERS

COMBINER WARS

The Biggest Combiner EVER!

Devastator

Hasbro

2015

TRANSFORMERS

COMBINER WARS

First Ever!

Fan Built Combiner App Vote

CONSTRUCT BOTS

Hasbro

Face-to-Face

MONOPOLY

Twister

OPERATION

Jenga

SCRABBLE

Hasbro Gaming®

Face-to-Face

MONOPOLY

Twister

OPERATION

Jenga

SCRABBLE

Wizards of the Coast

MAGIC The Gathering

DUNGEONS & DRAGONS

DUEL MASTERS

Hasbro Gaming®

Hasbro

Face-to-Face

MONOPOLY

Twister

OPERATION

Jenga

SCRABBLE

Wizards of the Coast

MAGIC The Gathering

DUNGEONS & DRAGONS

DUEL MASTERS

Digital

BACKFLIP STUDIOS

DragonVale

DWARVEN DEN

NIM JUMP ROOFTOPS

PAPER TOSS 2.0

PLUNDERNAUTS

Licensed Partners

EA

:DeNA

ACTIVISION

GAMELOFT

Hasbro Gaming®

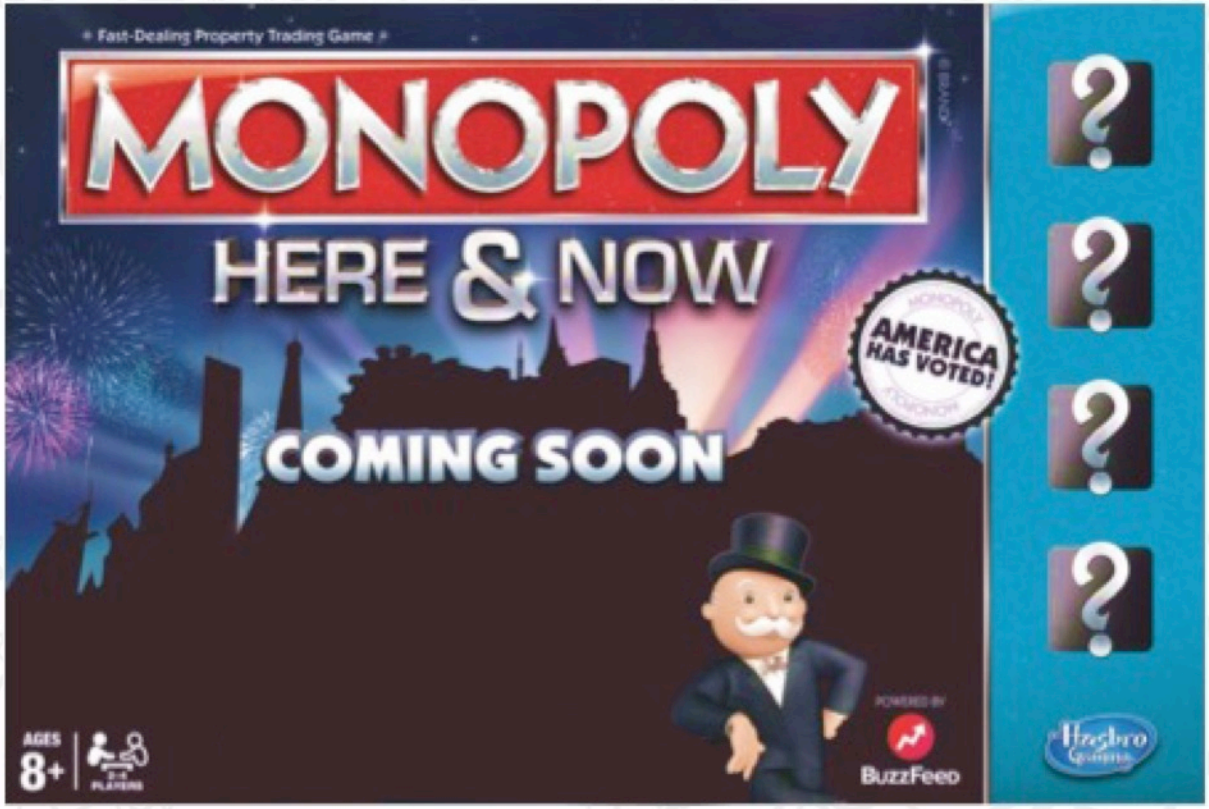
Hasbro

Audio Only

Hasbro Gaming
MONOPOLY
Fast-Dealing Property Trading Game
Hasbro

The World Starts Voting

February 13th!



POWERED BY

BuzzFeed

NPD 9 of Top 10
Games in the U.S.

Monopoly
Simon Swipe
Battleship
Game Of Life
Connect Four
Jenga
Hungry Hungry Hippos
Sorry
Twister

*Excludes strategic trading card games. Source: The NPD Group/ Retail Tracking Service/ annual 2014 dollar sales

Twister MOVES

Hasbro Gaming

Twister MOVES
Built-in counter keeps track as you skip!
AGES 6+
1 Player
ADULT ASSEMBLY REQUIRED
B0620
WARNING:
TO AVOID INJURY:
• Use only on a flat, hard, dry surface.
• Never swing SKIP-IT® above the ankle or with hands.
• Always make sure others are a safe distance from your play area.
POWER UP YOUR PLAY!
MOVES TRACKER
Twister MOVES
SKIP-IT
Demi Lovato

Demi Lovato
@ddlovato

Follow

SO excited to share I'm teaming up with @HasbroNews and #Twister in 2015! More details soon. Get ready to move 😜

Demi Lovato

Hasbro

Hasbro Gaming

SCRABBLE® TWIST

Crossword Game

Prime Time
10 Driver

A New Twist
on Word Gaming!

Hasbro

Partner/Entertainment Segment

On Shelf August 2015

MAGIC
The Gathering
Hasbro

Strong Growth

- Active Players +6%
- Player Spend +11%
- Play Events +18%
- Store Play Locations +5%

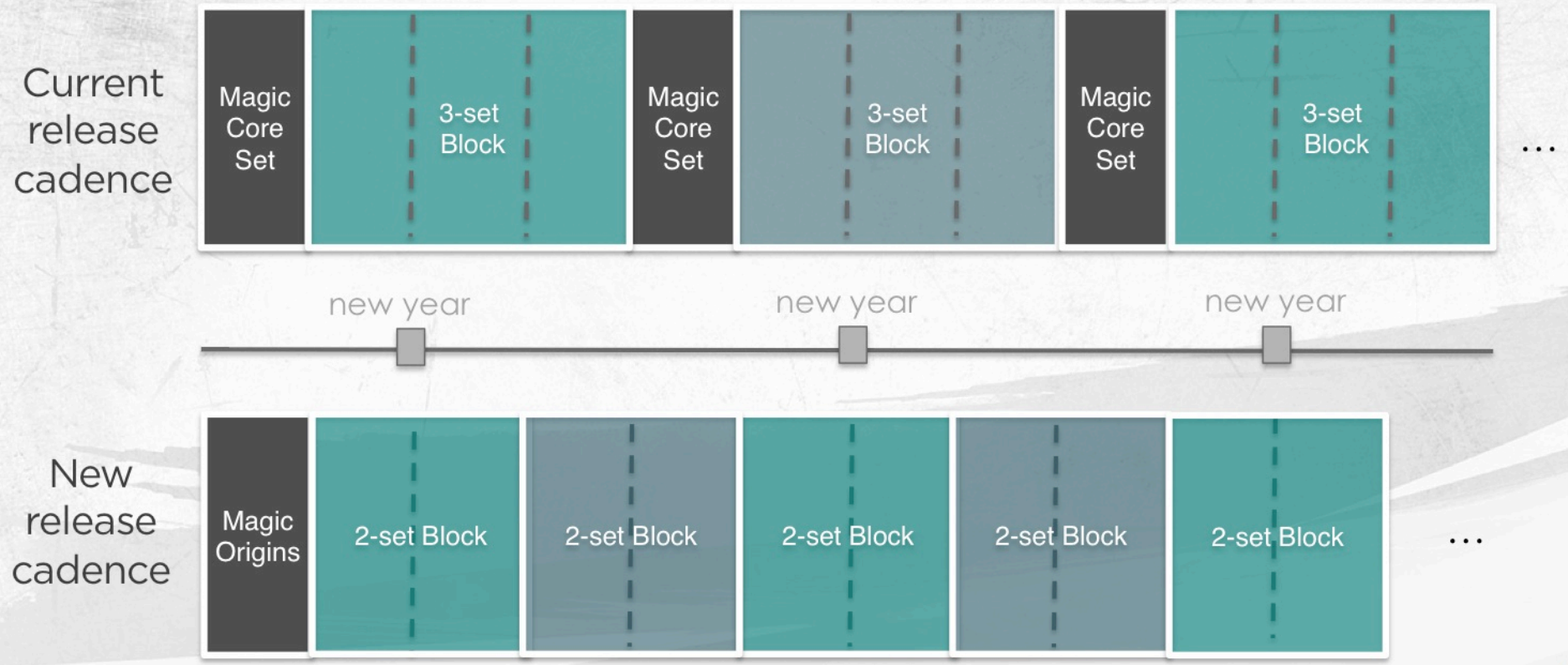
Robust Product

& Entertainment Plan

Hasbro

1

New Card Cadence



2 Invest

in Premiere Play Events/e-Sports

2 Invest
in Premiere Play Events/e-Sports

54 Magic Grand Prix (+20% vs. 2014)

8,000+ Qualifying Events for the Magic Pro Tour (vs. 800 in 2014)

Over 800,000 Tournaments & Play

2 Invest

in Premiere Play Events/e-Sports

2 Invest

in Premiere Play Events/e-Sports

3

MAGIC The Gathering

Invest in Digital

Hasbro

Audio Only

5

MAGIC the Gathering's

Unique Attributes

Hasbro
Creating the
World's Best Play
Experiences

What do modern parents want?

- On the Go
- Developmental
- Timesaving
- Compact

"I **hate** having to bring that **second bag for toys**."
-Mom of 8 month old boy

"I don't want things to **fall on the floor**, I want something that is **ONE thing** that is interactive that is **one individual piece**"
-Mom of 18 month old girl

An **ecosystem** of **developmental toys** moms are looking for!

PLAYSKOOL

PLAY!

STOW!

GO!

Hasbro

FurReal friends

StarLily

My Magical Unicorn™

Enjoy even MORE WAYS TO PLAY with...

StarLily My Magical Unicorn™ APP

Hasbro

HERO MASHERS
HEY - SPIDEY HAS DIBS ON THE HULK FIST!
LEND A HERO A HAND. OR A LEG!
AUTOBOTS, MASH UP.
MAKE YOUR MASH-UP!
Hasbro

HERO MASHERS

Growth in 2015

SPRING 2015

MARVEL

SPRING 2015

TRANSFORMERS

SUMMER 2015

JURASSIC WORLD

FALL 2015

STAR WARS

MAKE YOUR MASH-UP!

Hasbro

YO-KAI WATCH®
Coming in 2016
Hasbro

Michael Ritchie & Dean Carley

Greg Lombardo & Vickie Stratford

Samantha Lomow & Gretchen Forrest

Eric Nyman & Brian Chapman

Michael Ritchie

VP, Global Marketing

Dean Carley

VP, Global Design
& Development

2014: Largest Nerf Franchise Year Ever!

+33% Revenue vs. 2013

+24%

+94%

NERF Rebelle

Meet the Consumer

NERF
IT'S NERF OR NOTHIN'!
MEGA
REVOLVER
NERF
Power!
Distance!
Accuracy!
Speed!
Hasbro

Nerf Franchise Portfolio

Product Innovation

Strong Consumer Engagement

188,000 videos
totaling more than
1.7 Billion Views

Note: Data is for lifetime views of all videos that were publicly viewable as of 1/20/14

Video Playing in Room

Strong
Regional Activation

Australia

Strong
Regional Activation

Germany

Strong
Regional Activation

France

Strong
Regional Activation

Czech Republic

Strong
Regional Activation

Peru

Girls LOVE
NERF
Rebelle
Hasbro

Insight Based Launch

NERF Rebelle

Over **1200 girls** have told us that **what matters to them** in a 'Nerf for girls' line is...

- **Empowerment**
- **Social Play**
- **Made for Me**
- **Beauty**

Ongoing conversation with our consumers

Hasbro

Spring 2015
NERF
Rebelle
Strongheart
Bow
Hasbro

Spring 2015

SECRETS & SPIES

NERF Rebelle

Secret Shot

Hasbro

Spring 2015

NERF Rebelle Super Soaker

Super Soaker Tri Threat Blaster

Hasbro

Audio Only

Video Playing in Room

SECRETS & SPIES

NERF Rebelle

Fall 2015

Arrow Revolution Bow

Multi-firing Bow Experience!

- Highest Capacity Bow
- Most Realistic Style

Boys
LOVE NERF
MEGA
NERF
NERF
CROSSBOLT
Hasbro

NERF

Spring 2015

FIREVISION IGNITE

All New
FireVision
Ignite!

Hasbro

Spring **2015**

NERF Super Soaker

All New
Zombie Strike
Super Soaker
Line!

NERF Super Soaker
ZOMBIE STRIKE
SPLATTERBLAST
AGE • EDAD • IDADE 6+
A9463
CAUTION:
Do not aim at eyes or face. TO AVOID INJURY: Use only clean tap water.

Hasbro

Spring 2015
Key Innovation in Blasters
NERF
MEGA
NERF
CROSSBOLT
Mega Cyclone Shock
N-Strike Elite Crossbolt
Hasbro

Fall 2015

NERF

N-STRIKE

MODULUS

Customize and Personalize!

- Consumer insight and trend-driven launch
- Blaster and Accessory System with over 1,000 configurations!

Hasbro

Video Playing in Room

Fall 2015

NERF

N-STRIKE

MODULUS

Customize and Personalize!

- Consumer insight and trend-driven launch
- Blaster and Accessory System with over 1,000 configurations!

Hasbro

Fall 2015
NERF
RIVAL
PRECISION BATTLING
HASBRO
Extend the Nerf Consumer Age Base
• New foam round projectile for ultimate accuracy
• Team-based competition
Hasbro

NERF
IT'S NERF OR NOTHIN'!
Hasbro

Greg Lombardo

VP, Global Brand Strategy
& Marketing

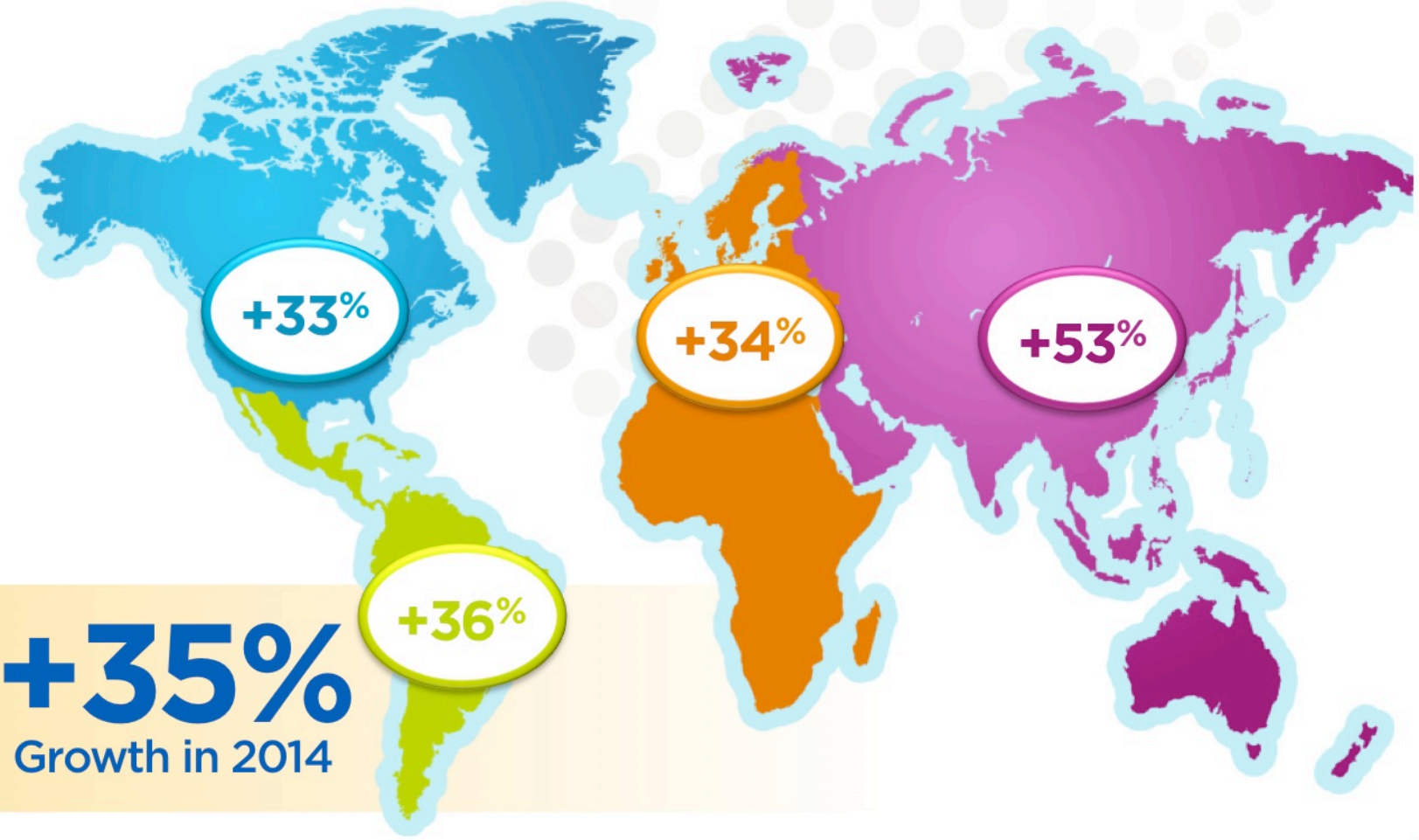
Vickie Stratford

Director of Global Design
& Development

Hasbro

Play-Doh
BRAND
Play-Doh
Play-Doh
Hasbro

Biggest Year Ever



+35%
Growth in 2014

2014 vs. 2013 Revenues

Biggest Year Ever

+35%
Growth in 2014

2014 vs. 2013 Revenues

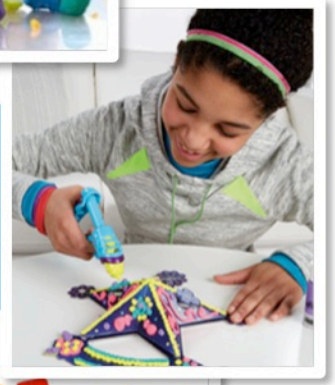
Consumer Trends

CREATIVE

Play that involves building, making or imagining

Modern Play: Creative, Cognitive, Engaging

Customization & Do-It-Yourself "Native Creator"



Toys that Teach: STEAM

There is a clear shift to consumers seeking out **CREATIVE PLAY** experiences for their kids!

Audio Only

Storytelling

With Doh-Dohs

TV Commercial

Digital Content

Packaging

Digital Gaming

2015 Strategy

BUILD
Play-Doh Brand

Doh-Doh Storytelling

EXPAND
All-Star Characters

Launch Can-Heads

DELIVER
Retail Activation

A Can in Every Hand

Breadth of the Line

Compound

Tools

Food Role Play

Licensed

Play-Doh
Crazy Cuts
Hasbro

CAN-HEADS™
MARVEL
Play-Doh
Hasbro

Video Playing in Room

CAN-HEADS™
Play-Doh
STAR WARS
Hasbro

Audio Only

FROM THE MAKERS OF Play-Doh MODELING COMPOUND

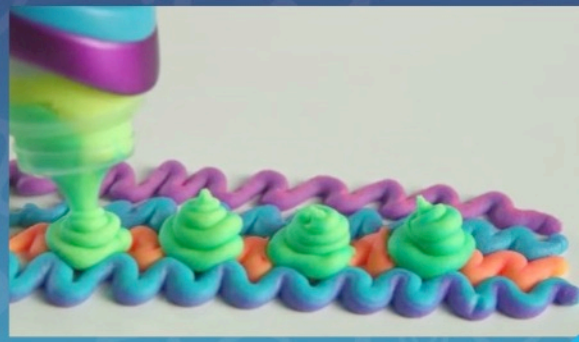
DohVinci™

Hasbro

The **Renaissance** has begun

DohVinci REMIX

Mix It Up and **Show it Off!**



Hasbro

Create Your Own Color Mix!

SPRING

Color Mixer

Fall

Spotlight Spin Studio

Hasbro

Video Playing in Room

Endless Possibilities

DohVinci™ BRAND

Hasbro

Samantha Lomow
SVP, Global Brand Strategy & Marketing

Gretchen Forrest
VP, Global Design & Development

Hasbro

My Little Pony

My Little Pony Equestria Girls

Littlest Pet Shop

NERF Rebelle

Doh Vinci

Baby Alive

Furby

Fur Real Friends

Easy-Bake

$1 BILLION

Hasbro

Littlest Pet Shop

LPS

Toy Innovation

YouTube

Digital

Littlest Pet Shop

Licensing

LittlestPetShop.com

Entertainment Experiences

SHOUT! FACTORY

NETFLIX

iTunes

Hasbro

Littlest Pet Shop

Marketing

RETAIL

APP

PRINT

TV

DIGITAL

Littlest Pet Shop Celebrates Pet Fest

Hasbro

Disney

Disney
DESCENDANTS
Hasbro

New Stories with

Classic Characters

Live Action

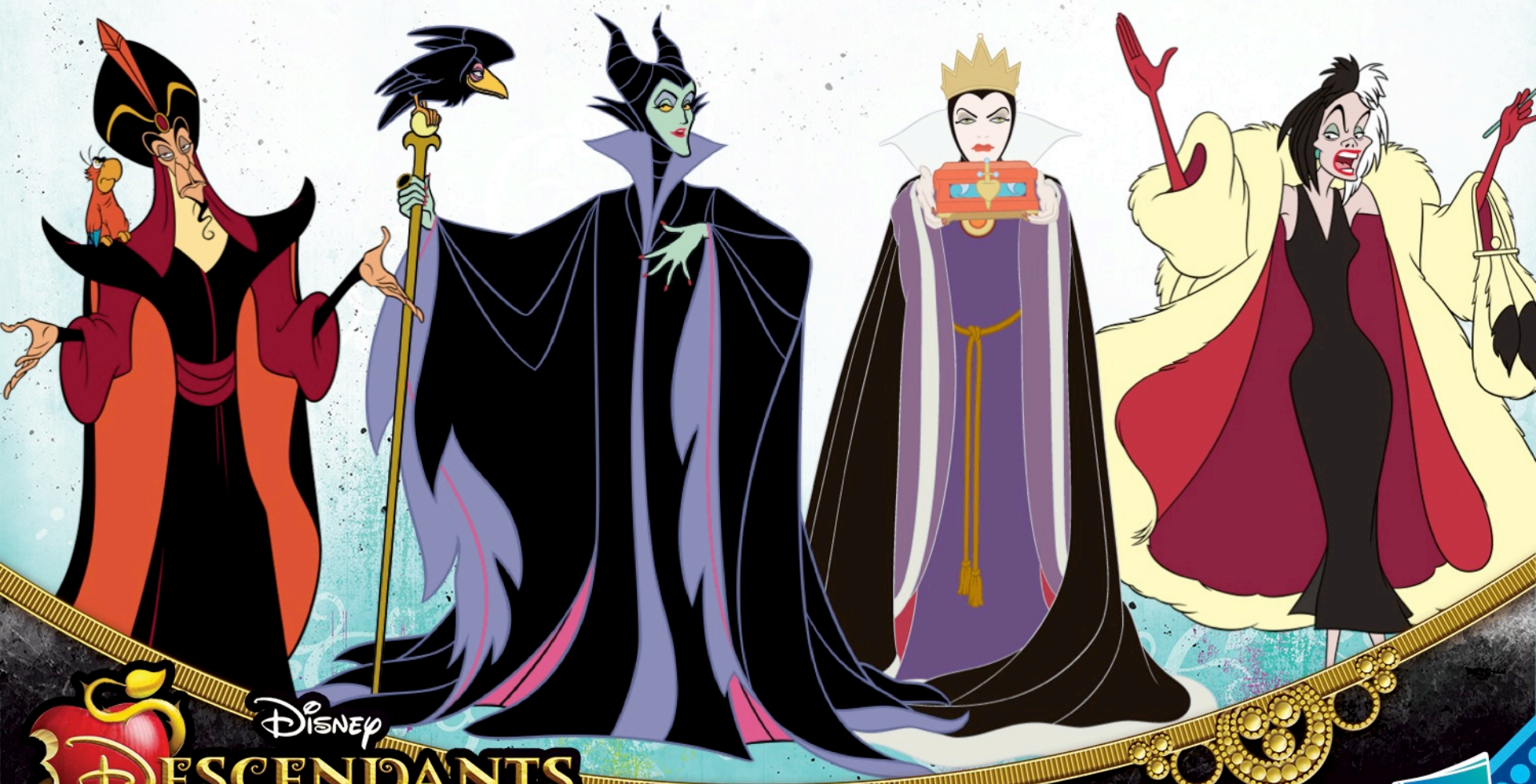
Disney DESCENDANTS

©Disney

Hasbro

Iconic Villains

You Think You Know



Disney Descendants

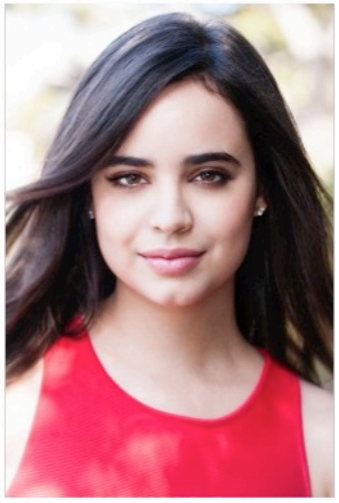
Hasbro

©Disney

Meet Their Descendants

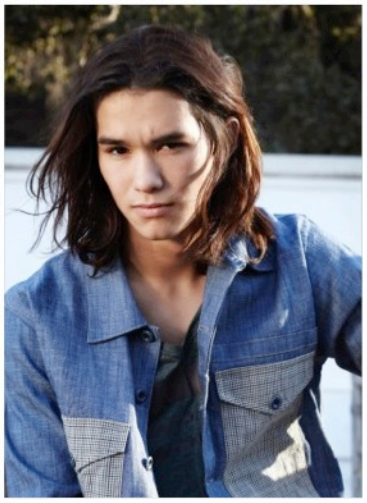
Descendants Cast

DOVE CAMERON
"Mal"



SOFIA CARSON
"Evie"

CAMERON BOYCE
"Carlos"



BOOBOO STEWART
"Jay"

Disney DESCENDANTS

©Disney

Hasbro

New Property

Based on Classic Disney Characters

Producer Kenny Ortega
from *High School Musical*

Director, Executive Producer,
and Co-choreographer

Tony® and Emmy Award®
Winner

Kristin Chenoweth
as Maleficent

Disney DESCENDANTS

©Disney

Hasbro

The Power of Disney

Disney Channel Original Movie

Disney Descendants

#1 with Girls 6-14

Hasbro

©Disney

Classic Disney Characters Reinvented and the Introduction of Modern Disney Lore
Disney
DESCENDANTS
Hasbro
©Disney

Relatable
Tween
Characters on
a Journey of
Self-Discovery
Disney
DESCENDANTS
Hasbro
©Disney

Original
Contemporary
Narrative
Drawn from
a Rich Fantasy
& High Fashion
World
Disney
DESCENDANTS
Hasbro
©Disney

Signature Fashion Doll Assortment

Disney DESCENDANTS

Hasbro

©Disney

Disney
DESCENDANTS
Hasbro
©Disney

EVIL QUEEN
Disney
DESCENDANTS
Hasbro
©Disney

Coronation Fashion Doll Assortment

Disney DESCENDANTS

Hasbro

©Disney

Disney PRINCESS

Disney FROZEN

Disney
Princess
Disney
Frozen
Hasbro

Eric Nyman

SVP, Global Brand
Strategy & Marketing

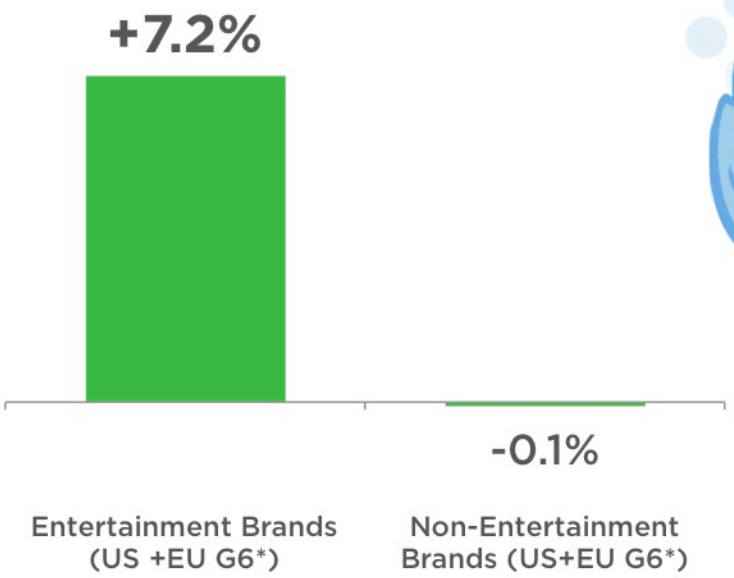
Brian Chapman

SVP, Global Design &
Development

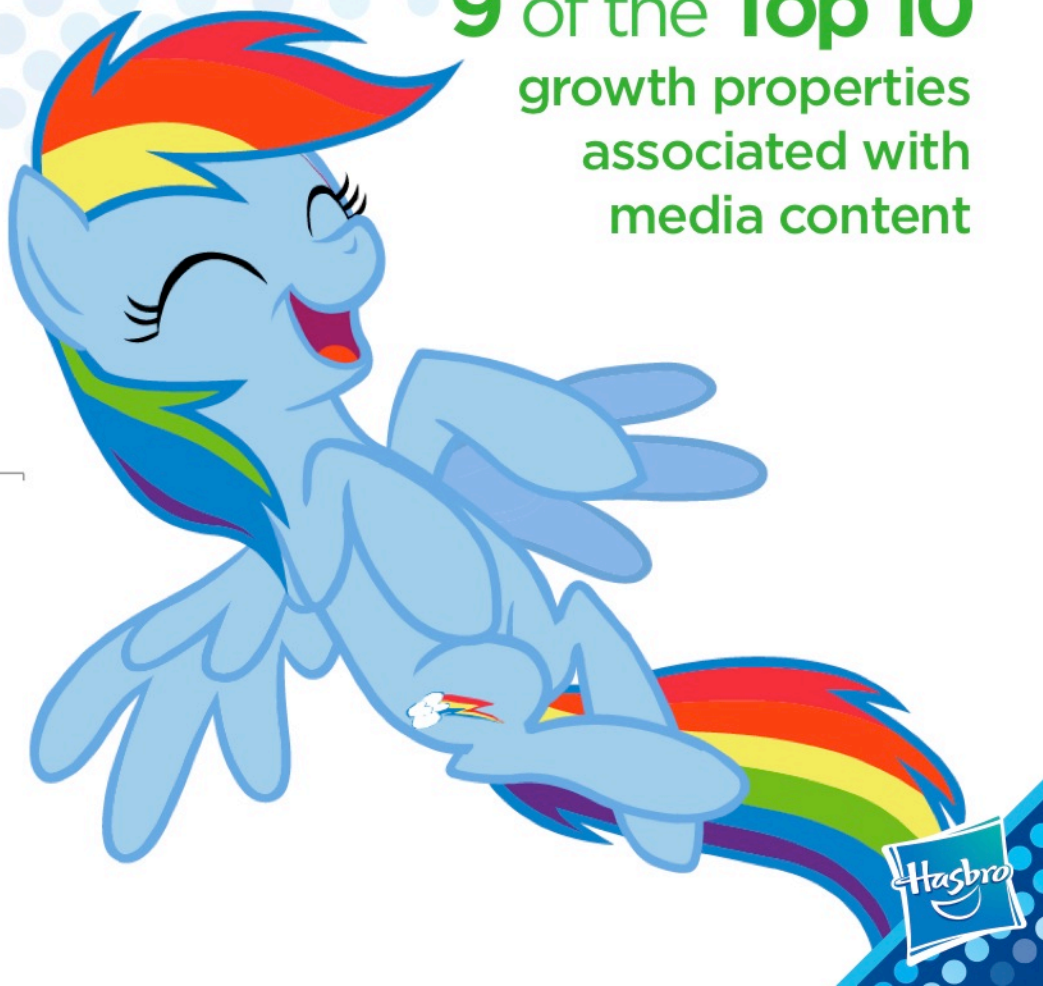
123
SESAME STREET
MARVEL
AVENGERS
AGE OF ULTRON
Partner
Brands
JURASSIC WORLD
STAR WARS
Hasbro

Entertainment Driving Toy Growth

CAGR 2012-2014
Branded Toy & Game Industry Top 100 Properties



9 of the **Top 10**
growth properties
associated with
media content



*EU G6 = UK, France, Germany, Spain, Italy, Poland
Source: The NPD Group/ Retail Tracking Service
Entertainment as defined by Hasbro

Hasbro
Creating the
World's Best Play
Experiences

Goal-Oriented Innovation

Brand Blueprint

+

Consumer Insights

=

Game Changing Product

2014 Game Changing Product

Hasbro

123

SESAME STREET®

Hasbro

123
SESAME STREET
TRUSTED BY 82% OF MOMS
Reimagine.
Reignite.
Reinvent.
Hasbro

Coming in Fall 2015:

The **Biggest Change** in Sesame Street History

SESAME STREET

Core Cast!

More Preschool-friendly Show!

Hasbro

Play All Day Elmo

123 SESAME STREET

150+ responses!

8 Games & Activities

Hasbro

Video Playing in Room

The Furchester Hotel
Launches in the UK!

- **Show Launch:** September 2014
- **Toy Launch:** April 2015

Europe Expansion Coming this Fall!

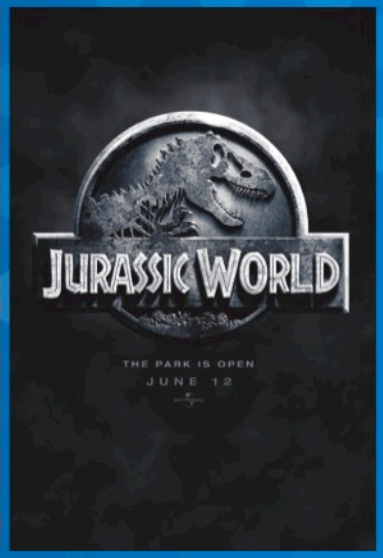
*Source: Barb/Cbeebies. October 2014. K4-6.

Unprecedented

Boys Entertainment

March 2015

May 2015



June 2015

July 2015

December 2015

MARVEL
© MARVEL
Hasbro

2015 Entertainment

MOVIES

May 1, 2015

MARVEL AVENGERS AGE OF ULTRON

July 17, 2015

MARVEL ANT-MAN

ANIMATION

MARVEL AVENGERS ASSEMBLE

MARVEL ULTIMATE SPIDER-MAN WEB-WARRIORS

MARVEL GUARDIANS OF THE GALAXY

© MARVEL

MAY 1, 2015

© MARVEL

Video Playing in Room

2015: Our Broadest Avengers Product Line EVER

MARVEL AVENGERS AGE OF ULTRON

Role Play

Action Figures & Playsets

Gaming

Hasbro Gaming

Preschool

Hasbro

© MARVEL

MARVEL

AVENGERS
AGE OF ULTRON

2.5” Mini Figure Play System

© MARVEL

Hasbro

"THOR, YOU'VE GOT THE POWER, I'VE GOT THE TECH!"
"IRON MAN, LOOK OUT!"
"JARVIS, I NEED MORE POWER!"
"TONY, WE'VE GOT TO STOP ULTRON!"
MARVEL
AVENGERS
AGE OF ULTRON
HULK BUSTER INTERACTS WITH TITAN HERO TECH AVENGERS!
"AVENGERS, YOU DISGUST ME!"
© MARVEL
TITAN HERO TECH
Hasbro

Movie-Inspired
Role Play
MARVEL
AVENGERS
AGE OF ULTRON
Hasbro
© MARVEL

MARVEL LEGENDS INFINITE SERIES

© MARVEL

Premium Figures for Fans of all Ages!

Hasbro

Marvel's Unprecedented Entertainment Roadmap

2015

May 1st

July 17th

2016

May 6th

November 4th

2017

May 5th

July 28th
Untitled

November 3rd

2018

May 4th

July 6th

November 2nd

2019

May 3rd

July 12th

© MARVEL

Animation & Digital Engagement

NETFLIX

AmazonPrime™

YouTube

iTunes

WATCH Disney XD

Disney XD

Disney CHANNEL

MARVEL kids .com

© MARVEL

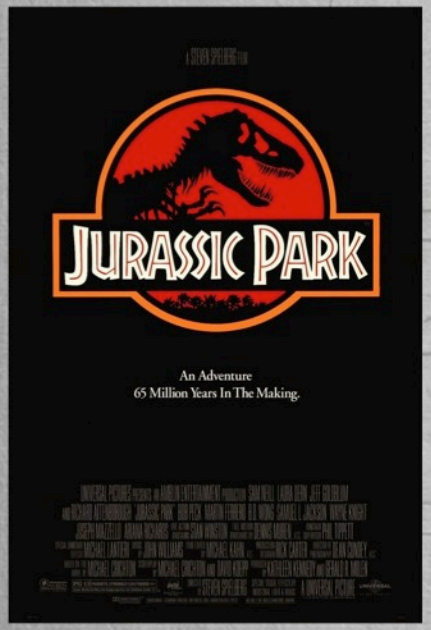
Hasbro

Video Playing in Room

Franchise Foundation

JURASSIC WORLD

1993 Launch



Home Entertainment

Toys

Theme Parks

UNIVERSAL STUDIOS THEME PARKS

Digital Gaming

Retail

Hasbro

Innovation Abounds

Jurassic World Dinosaurs Like Never Before

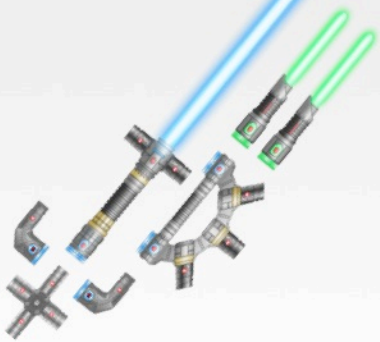
STAR WARS
REBELS

Dec. 18, 2015
STAR WARS
THE FORCE AWAKENS
Hasbro

Video Playing in Room

Delivering Innovative Play Experiences to Fans of All Ages

Role Play



Action Figures & Vehicles

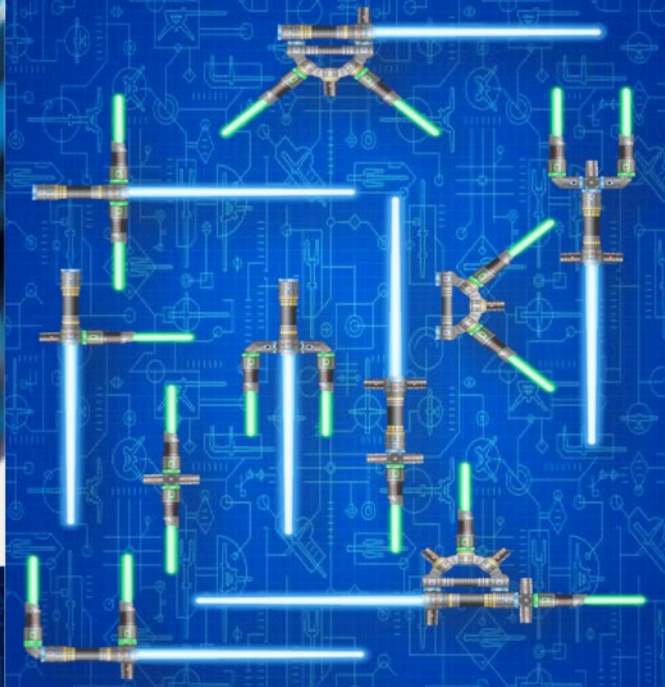
Gaming

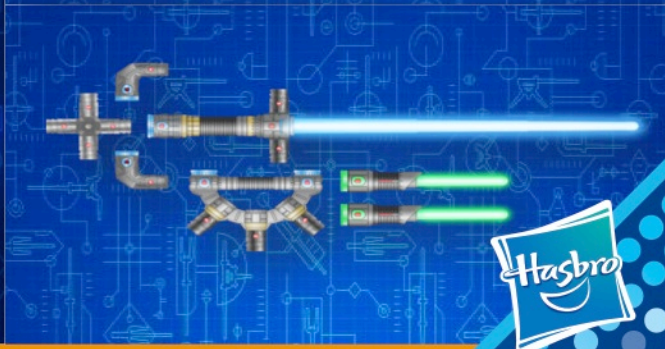
Preschool

STAR WARS

BLADEBUILDERS

Fully Customizable Light Saber System





Hasbro

Video Playing in Room

STAR WARS

Furbacca

All-New

Star Wars Furby
Furblings

Hasbro

Video Playing in Room

Appealing to Fans of All Ages

STAR WARS

Bright, the Future Is

STAR WARS REBELS™

STAR WARS THE FORCE AWAKENS

Hasbro

New News
from Hasbro

YO-KAI WATCH®
Coming in 2016
LEVEL5
dentsu
TV TOKYO
©LYW
Hasbro

Huge Success
in Japan

The BIGGEST social craze since POKEMON!

POWERFUL ENTERTAINMENT

- TV Animation: Highest rated for Boys 4-6 and Girls 7-9.
- # 1 Holiday Movie in Japan

EXTRAORDINARY Sell Through!

- SOLD OUT EVERYWHERE!
- $700MM+ at retail
  - 6 million+ copies of Nintendo 3DS game
  - Over 150 million medals

Story Overview

Yokai are everywhere! They represent the everyday problems of everyday kids.

Only Nate can see them with his Yokai Watch!

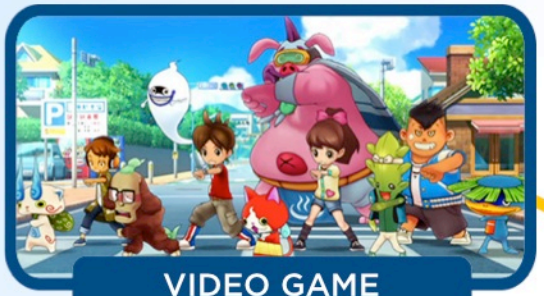
Every time Nate helps a Yokai with a problem, he receives a medal.

Delivering wacky adventures and humor in a relatable way for kids.

Video Playing in Room

Ecosystem

ANIMATION

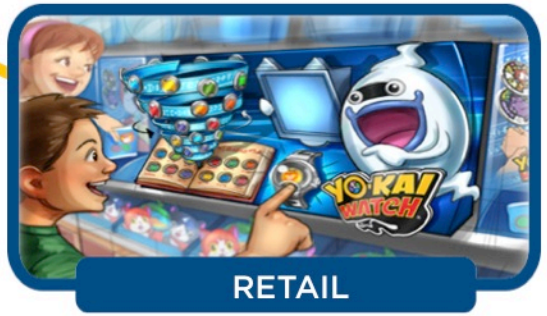


VIDEO GAME

DIGITAL APP

TOY / GAME

MARKETING



RETAIL

Wiebe Tinga

Chief Commercial Officer

Industry

- Global Toy Industry
- Hasbro's Revenue Split
- Hasbro's Global POS

Retail

- Industry Trends
- Retail Channel Strategy
- Hasbro - Partner of Choice

Global Business

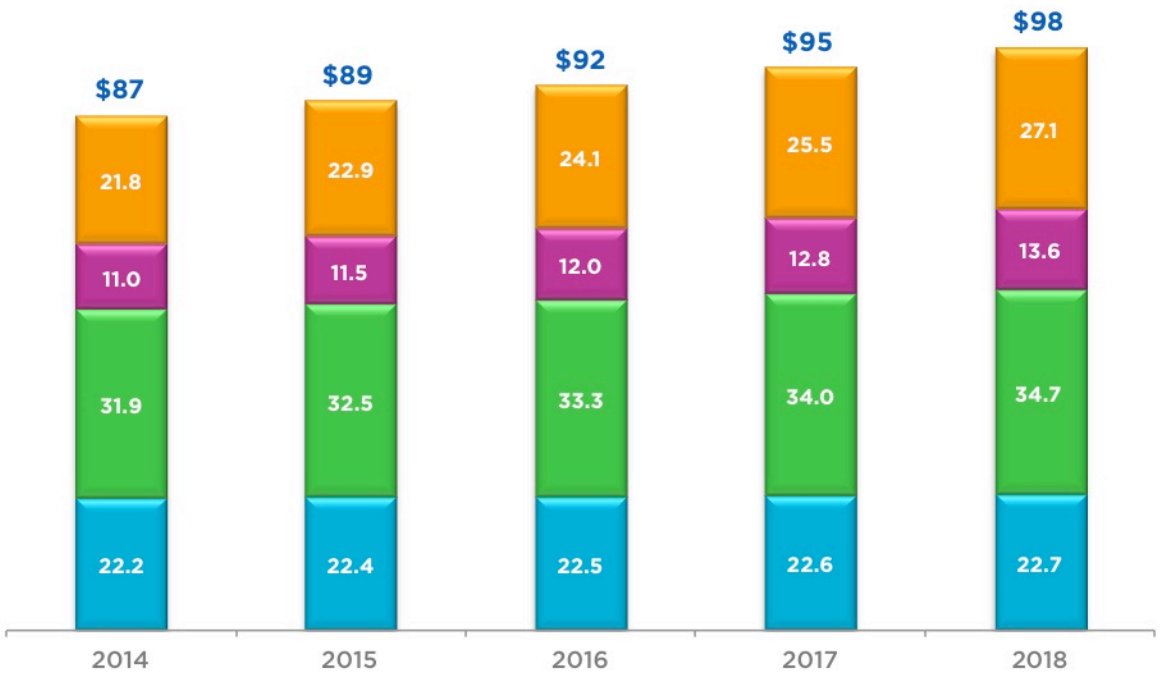
- Mature <> Emerging
- Key Priority Areas

Major Toy Markets
2014 Performance

Estimated 2014 GDP Growth	Countries	Industry Growth
2.2%	United States*	3.7%*
2.3%	Canada	4.1%
3.2%	UK	4.4%
0.4%	France	1.8%
1.4%	Germany	5.8%
1.3%	Spain	3.2%
0.3%	Brazil	6.7%
2.4%	Mexico	1.8%**
2.8%	Australia	4.9%

*US data is adjusted to account for extra reporting week.
** Mexico data Feb-Dec 2014 to account for the extra reporting week
Source: NPD Group, Nielsen (Canada), SIM (Brazil)

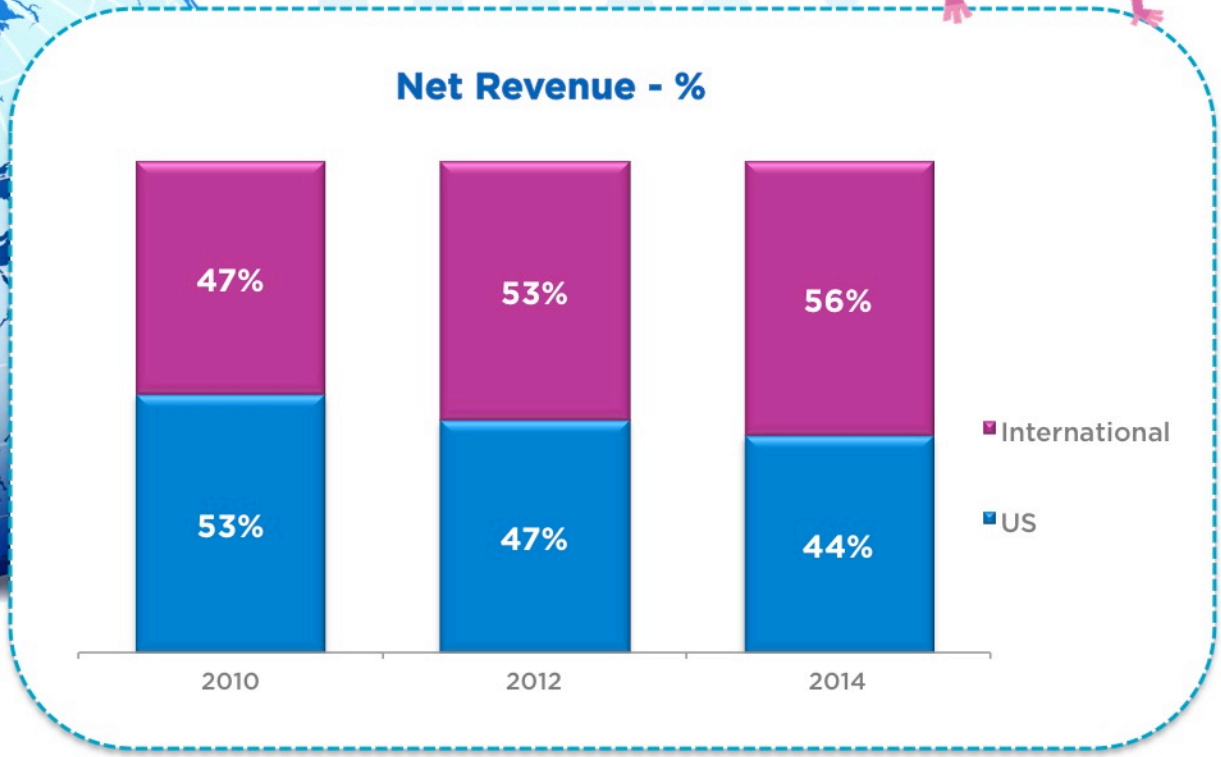
Global Industry
Outlook by Region



	2014-2018 CAGR
Asia Pac	+6%
Latin America	+5%
Europe	+1%
North America	+1%

Source: Euromonitor International. Europe includes Middle East and Africa.

How Global is Hasbro's Net Revenue?



Hasbro Toy and Game revenue including Wizards of the Coast, excluding Entertainment & Licensing segments at 2014 reported rates.

Audio Only

Retail Landscape
Changing Profoundly

Global Retail Environment Challenged

- Household Income Under Pressure
- Mature Markets
- Expanding Middle Class Driving Growth Internationally
- Channel Diversification

Retail Inventory Focus | **Joint Business Planning**

Online | Growth Global Mobile

Retail Landscape
Changing Profoundly

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- Expanding Middle Class Driving Growth Internationally
- Channel Diversification

Retail Inventory Focus | **Joint Business Planning**

Online | Growth, Global, Mobile

Influence of Global Shopping Experiences Are Changing Fast

Value

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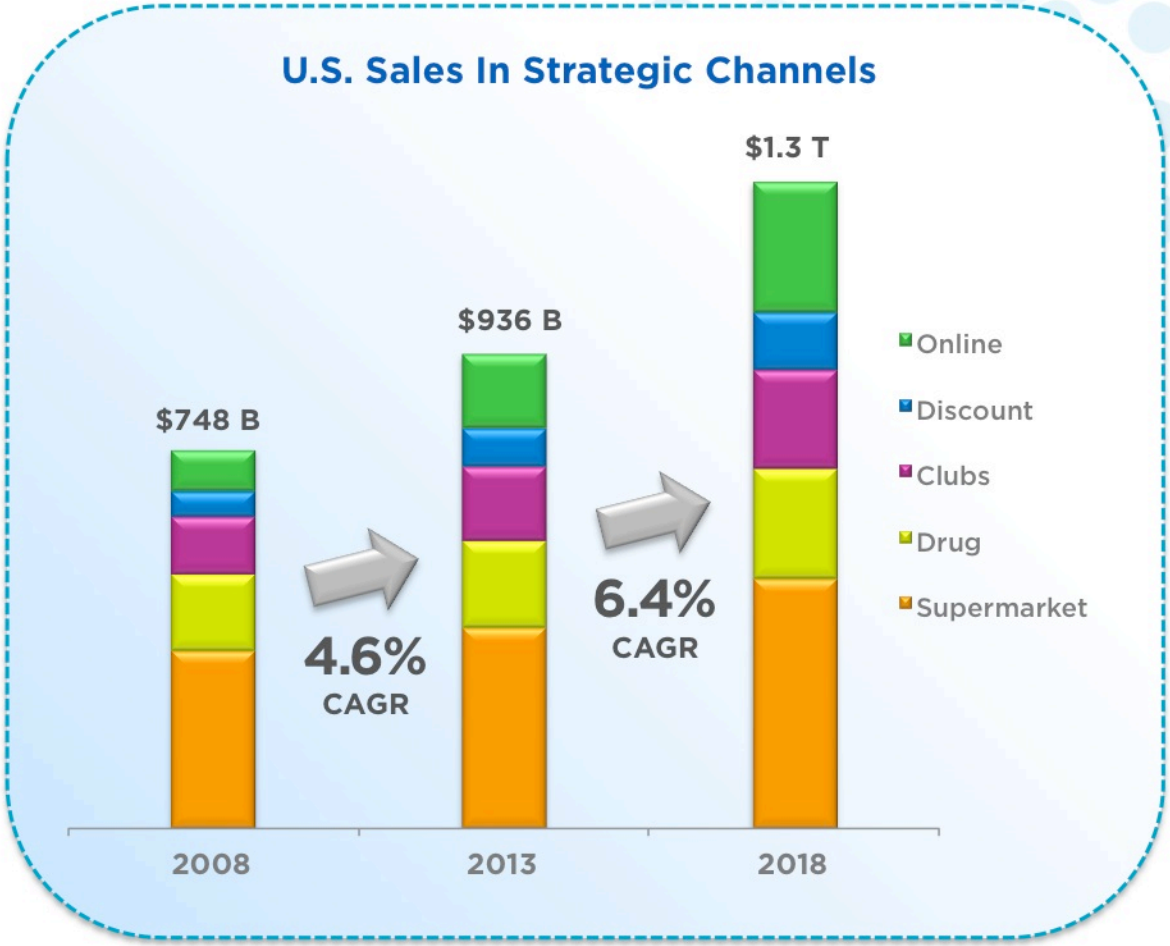
U.S. Sales by Format:
Strategic Growth Channels



Source: Kantar Retail analysis

- Growth Accelerating in Key Channels
- E-commerce Projected to Grow at 12% CAGR
- Drug/Discount and Clubs Expected to Increase Share

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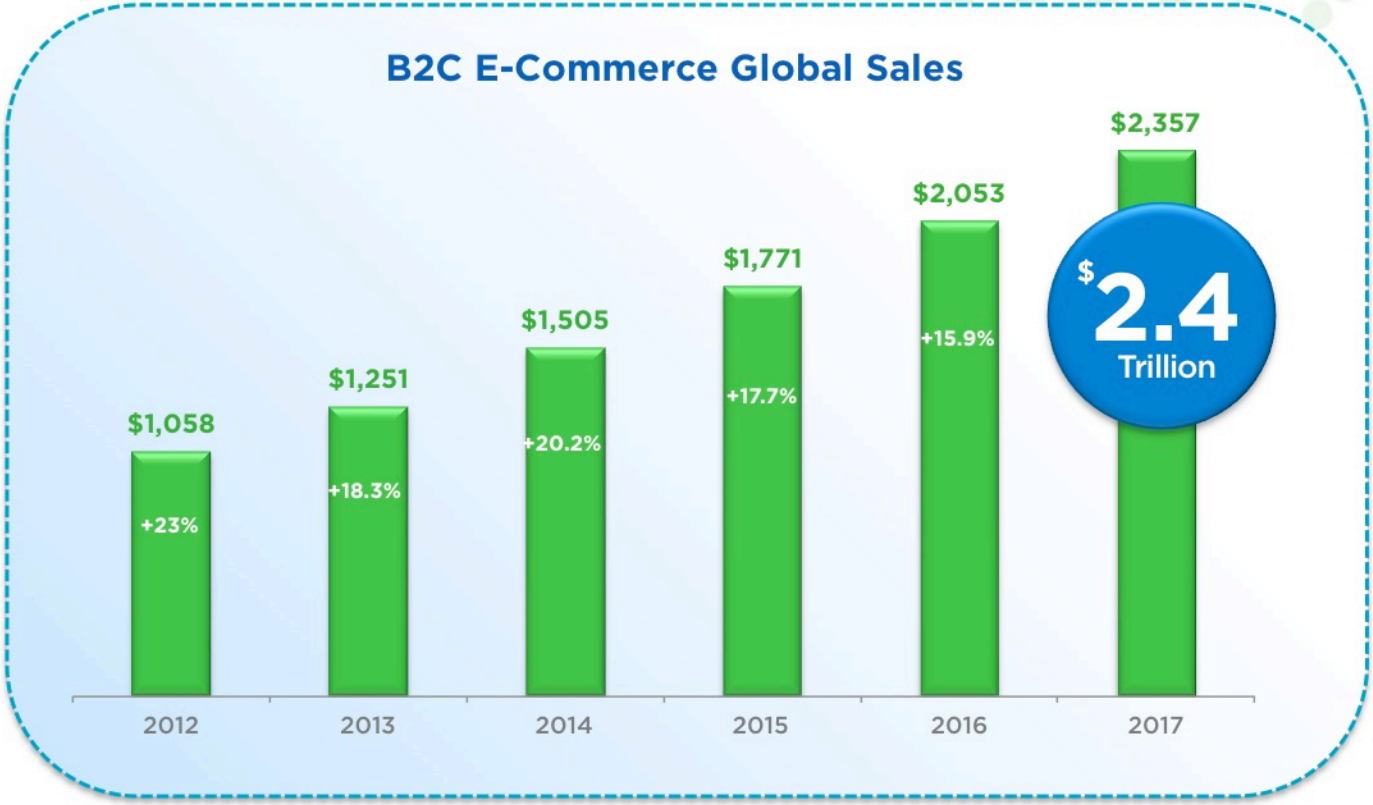
Global B2C E-Commerce Sales

Expected to Double between 2012 and 2017



Source: eMarketer Jan 2014

B2C Regional E-Commerce Sales and Share of Total Global E-Commerce 2014 to 2017 ($ B)

US/Canada 25%
of Global Online Sales by 2017

Latin America 3%
of Global Online Sales by 2017

European Union 22%
of Global Online Sales by 2017

China 45%
of Global Online Sales by 2017

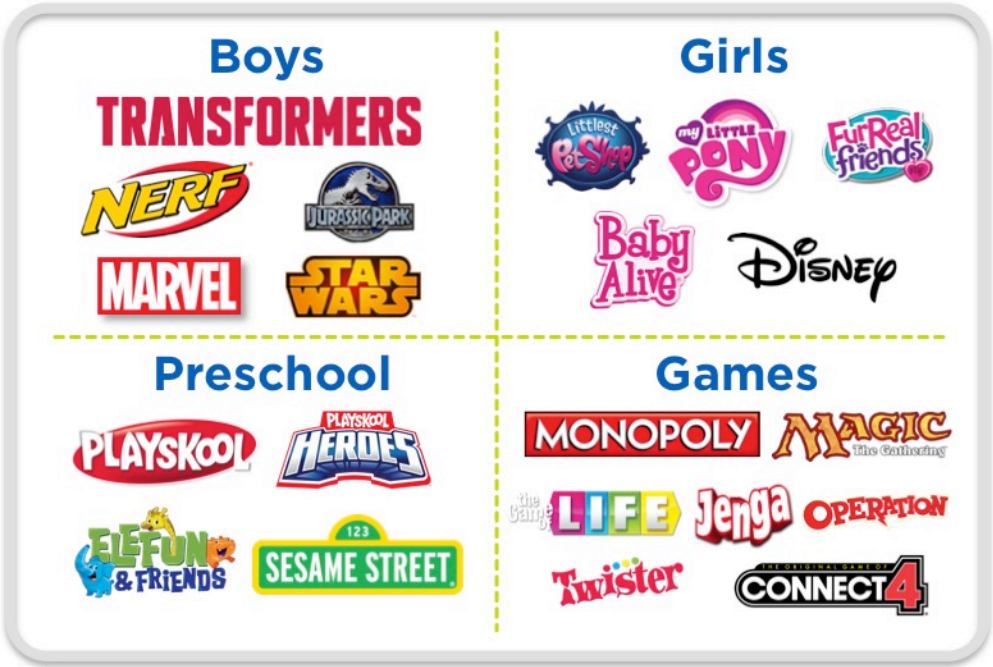
Audio Only

Hasbro's Relevance to Global Retailers

Partner Of Choice

Momentum
Innovation
Entertainment
Social/Digital/Mobile Marketing

Joint Business Planning
Inventory Management
3-Year Brand Roadmaps



Proven **Global Brand** Organization

Global **Retail & Licensing** Partnerships

Strong **Global Entertainment** Placement

Franchise & Partner Brands **Global Product Line**

We have teams in 4 regions and global ecommerce > 50+ countries

Hasbro's Relevance to Global Retailers

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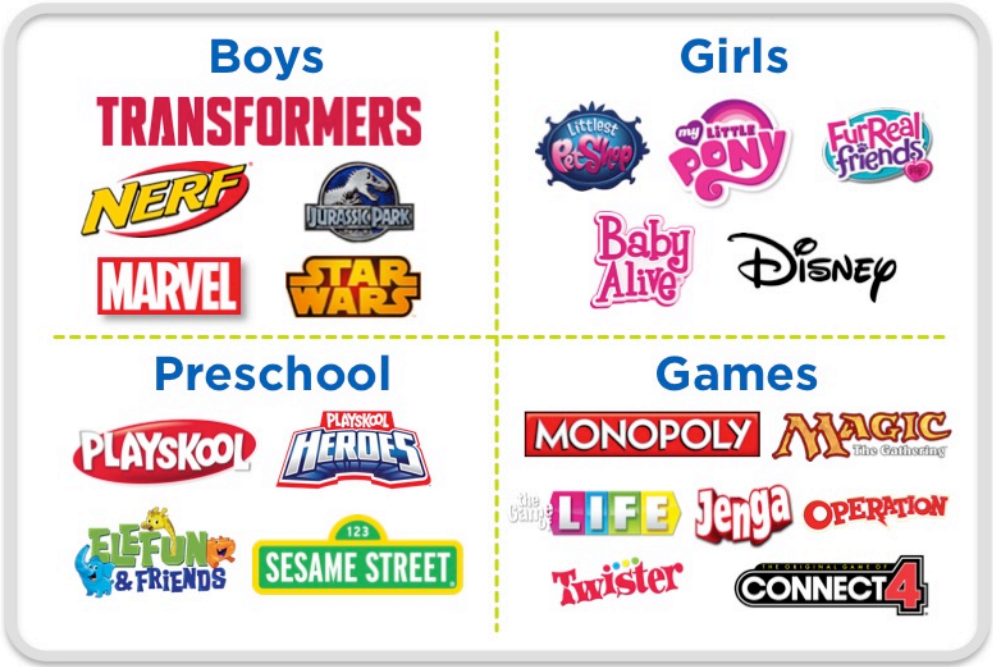

Proven **Global Brand** Organization

Global **Retail & Licensing** Partnerships

Strong **Global Entertainment** Placement

Franchise & Partner Brands **Global Product Line**

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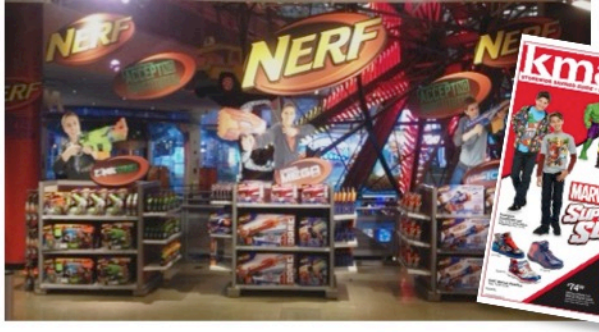
Global Brand **Execution**

Hasbro



US

New Zealand

Global Brand Execution

Italy

Asia

Colombia

Global Brand **Execution**

Dubai

Mexico

Hasbro

2014 Global Performance

Most Mature Markets Grew

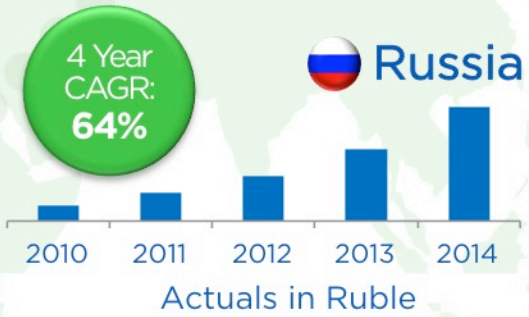
- US
- UK
- Australia
- Spain

We Grew Significant Market Share in Key Growth Markets

- Mexico
- Italy

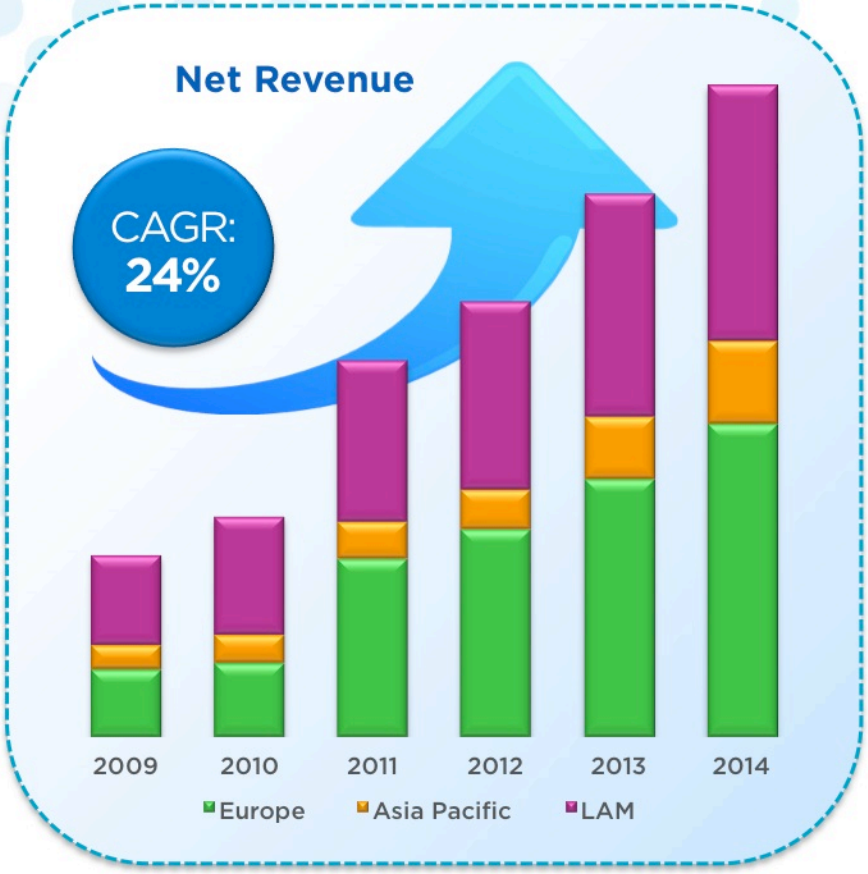
Emerging Markets Grew 20%

- Russia
- Brazil
- Middle East
- China



Emerging Markets

- Emerging Markets grew in 2014 by 20%
- With continuous expansion in new markets we foresee bigger share of overall Hasbro revenue in the future
- With size and increasing maturity of the majority of the markets, we see operating profit heading towards company average over time



Emerging Markets Include

Europe
Greece, Poland, Russia, Turkey, Eastern Europe, MENA, South Africa

LAM
Brazil, Chile, Peru, Colombia, Export Markets

Asia
China, Korea, Philippines, India, Thailand and Indonesia

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Momentum

Mature and Emerging Markets

- Franchise Brands
- Partner Brands
- Entertainment

Execution is Key in a Challenging Retail Environment

Toy Fairs
- Hong Kong
- UK
- Nuremberg

Innovation and Entertainment
Roadmap

We are set up for Sustainable Growth
in Revenues and Operating Profit

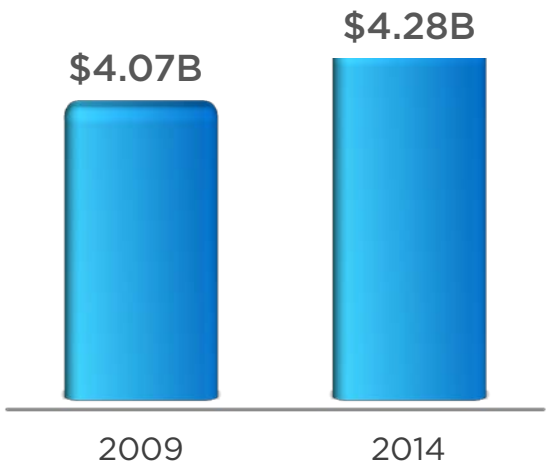
Deb Thomas

Chief Financial Officer

Brand Blueprint

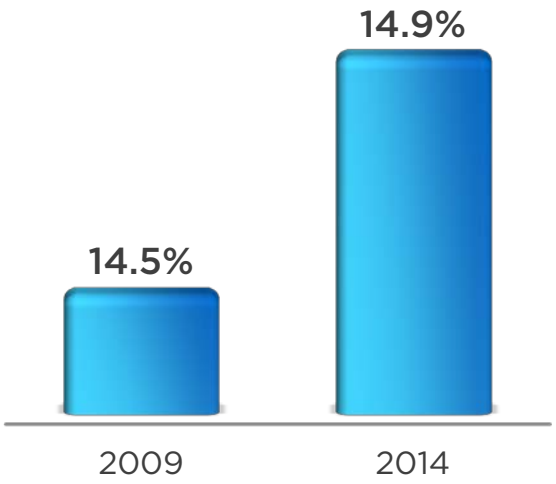
Delivering **Profitable Growth**

Revenues



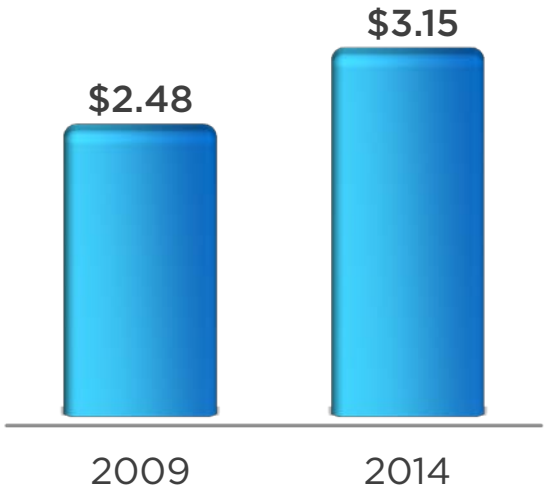
+5%

Operating Profit Margin



+40 BASIS POINTS

Earnings Per Share



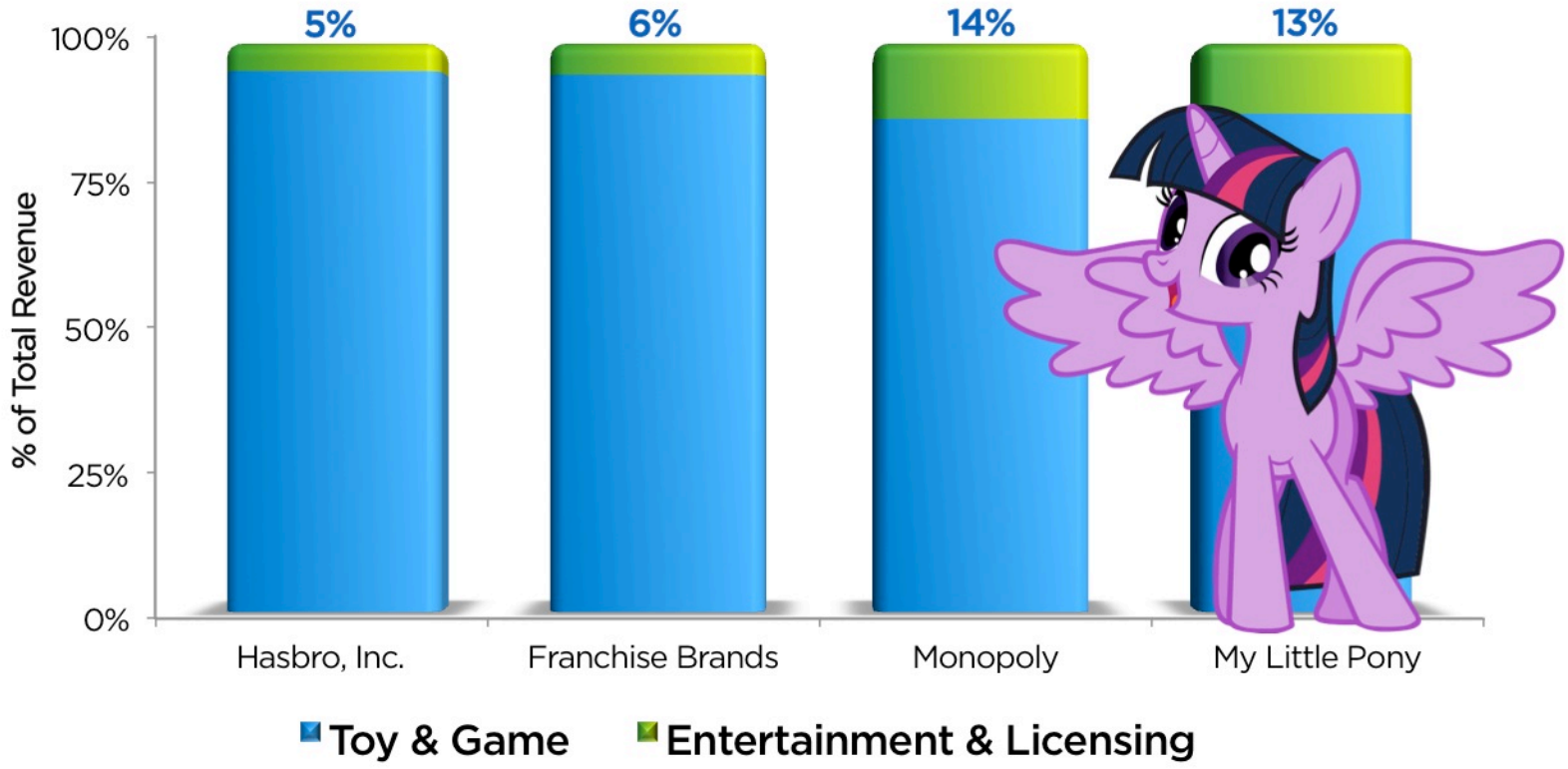
+27%

Operating Profit Margin and Earnings Per Share do not include charges and benefits as detailed in Hasbro's 2014 year end earnings release

Franchise Brand **Strategy is Working**

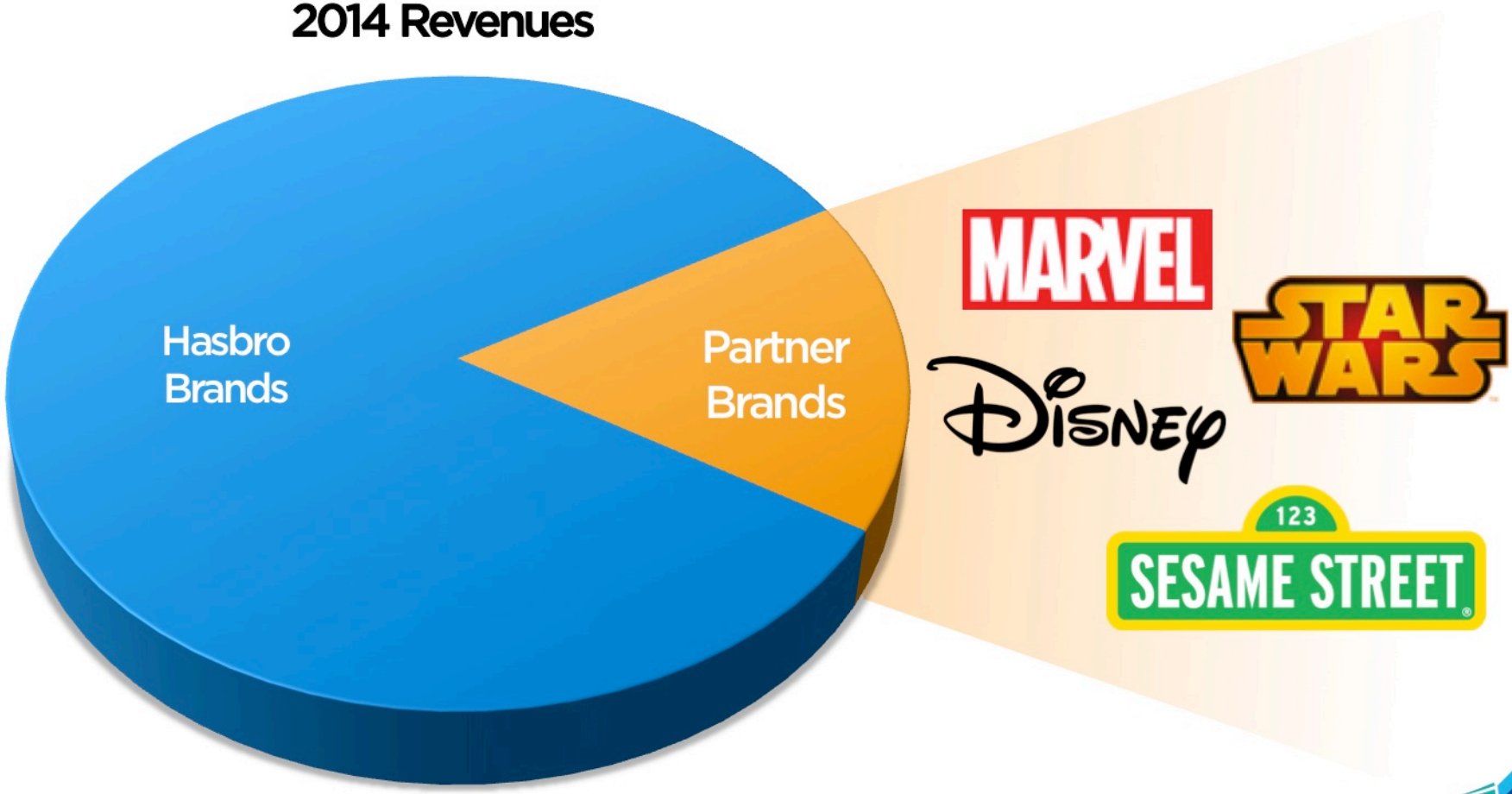
Franchise Brands **Driving Higher Margin**

Entertainment & Licensing Revenues



Partner Brands

Strategically Important



5-Year Average 20% of Total Revenues

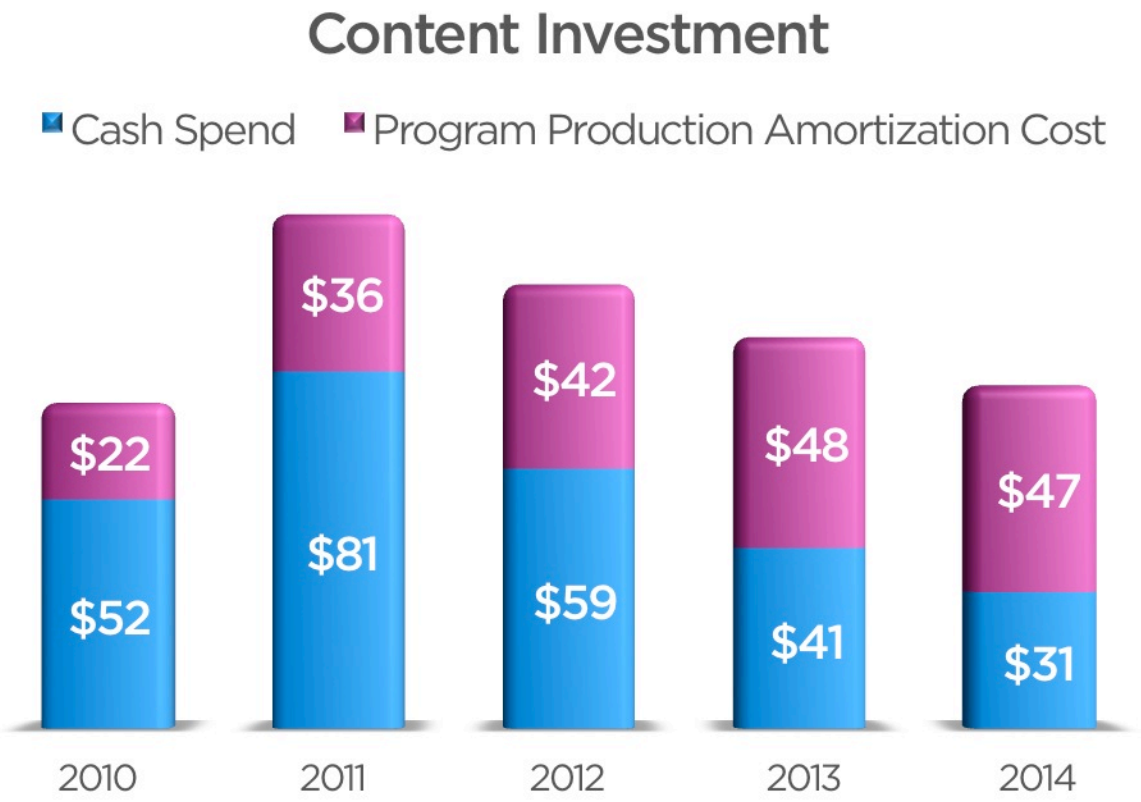
GLOBAL LANDSCAPE

CONSUMER ENGAGEMENT

STORYTELLING

INNOVATION

Investment in Storytelling
Driving Results



More than $1B
of television backed merchandise revenues

Hasbro STUDIOS

Building on our

Content Driven Success

QUESTION:

How does this impact Hasbro's financials?

Content Investment Evolution

	2014		2015		2016		2017 and Beyond	
	Cash	P&L	Cash	P&L	Cash	P&L	Cash	P&L
Television	X	X	X	X	X	X	X	X
	FILM							
JEM	X			X		X		X
My Little Pony			X		X		X	X

JEM AND THE HOLOGRAMS

- Cash investment underway
- Film release scheduled for 10/23/15 with Universal
- Small amortization expense expected

- Cash investment begins in 2015
  - Ramps in 2016
- No impact to P&L until year film is released

Hasbro

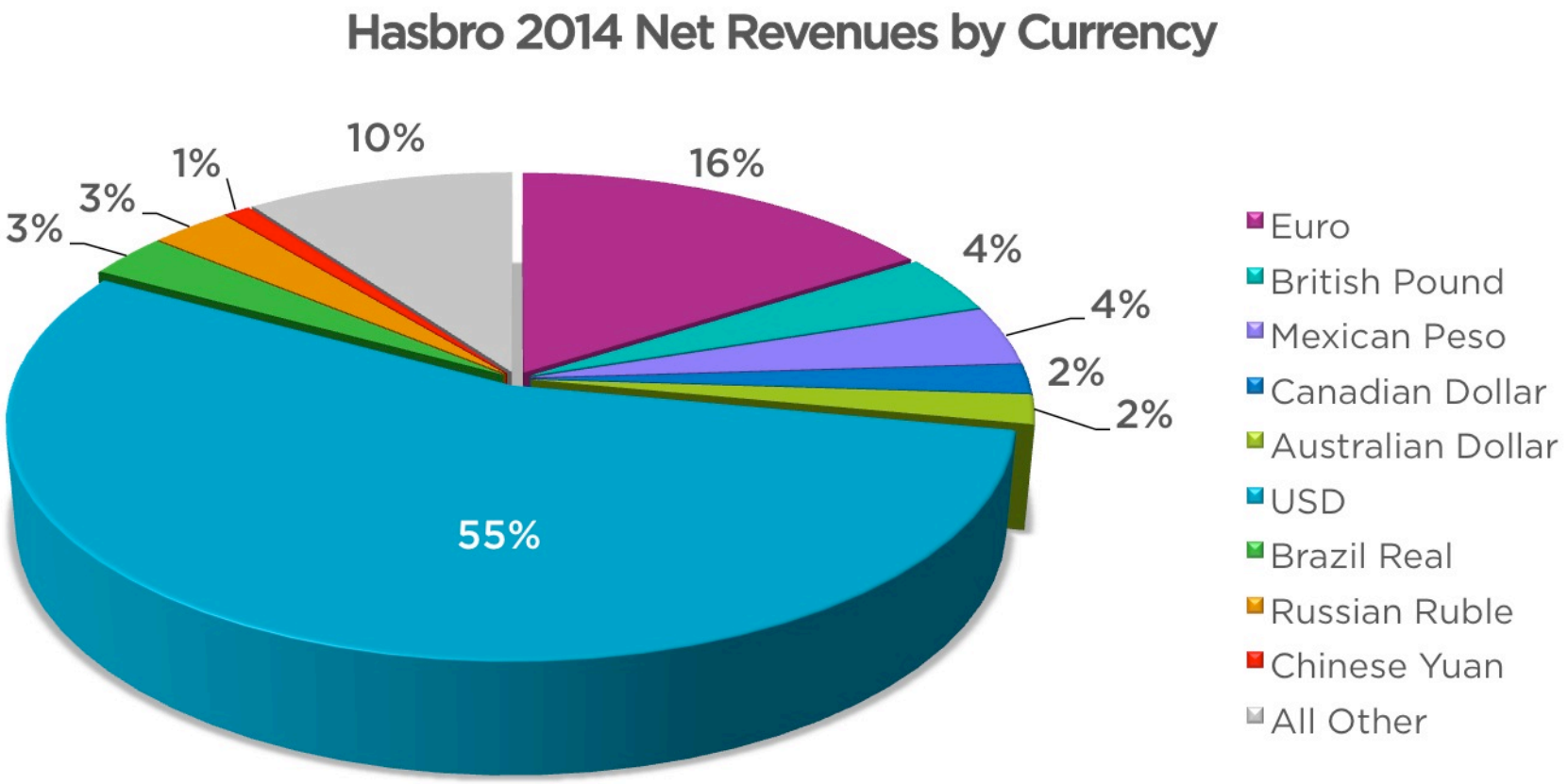
Tremendous 2015 Entertainment Lineup

Hasbro

The Four Forces of the Force

- Movie Timing 12/18/15
- Home Entertainment Timing
- Geographic Reach
- Licensing Prowess

45% of Revenues
not in U.S. Dollars



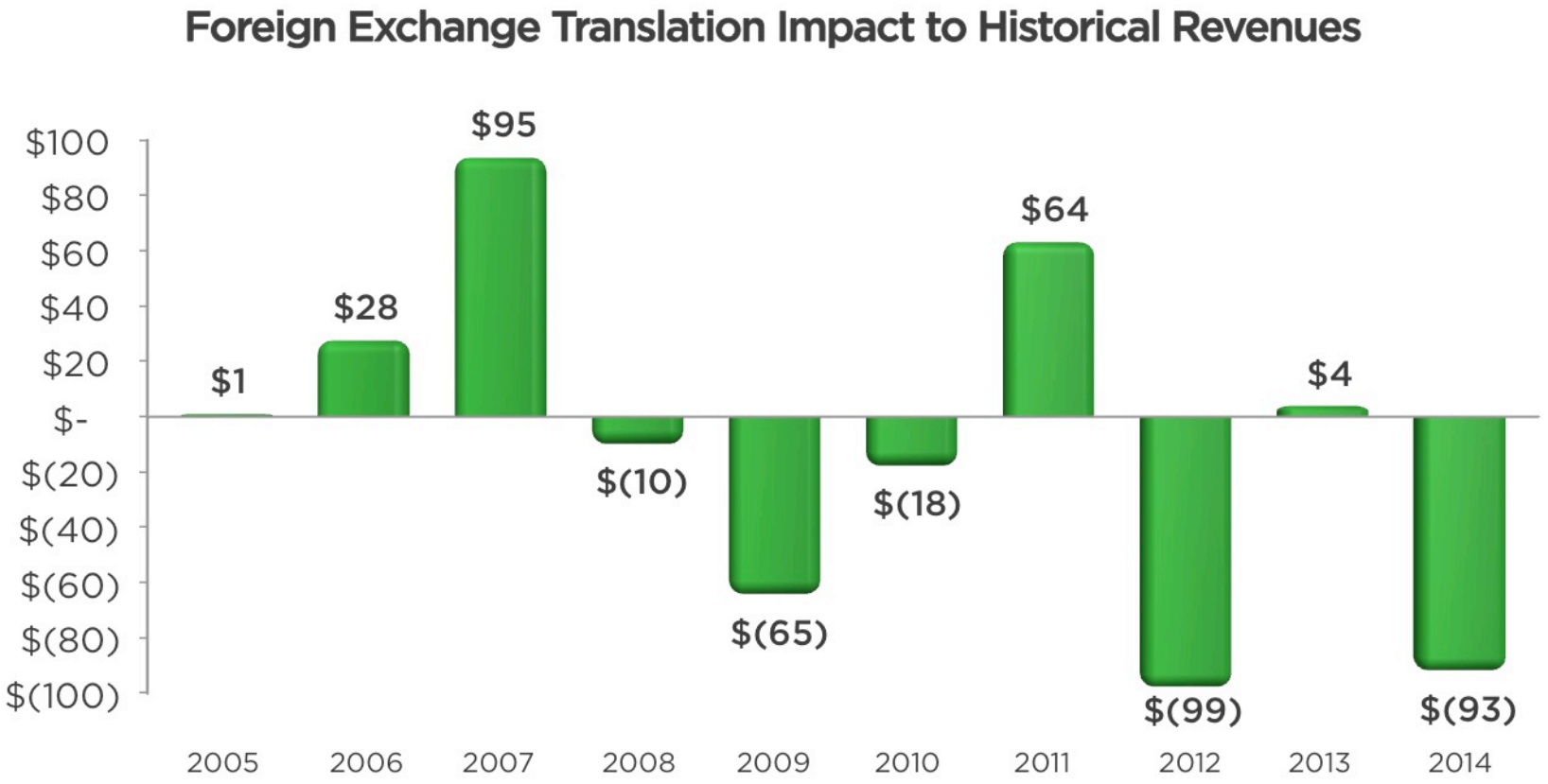
U.S. Currency Strengthening

Against Multiple Currencies

	Average Rate	Current 2015 Spot Rate	Current spot vs. 14 (%)	Average 2014	Average 2013
€	Euro	1.13	-14%	1.31	1.34
£	British Pound	1.52	-7%	1.64	1.57
Mex$	Mexican Peso	0.067	-9%	0.075	0.077
R$	Brazil Real	0.358	-17%	0.431	0.452
Rub	Russian Ruble	0.015	-40%	0.025	0.031

2014 Revenues Would Have Been **$250 Million Lower**

Foreign Exchange Can Have a **Significant Impact** on Our Reported Results



Average Impact to Operating Profit is 14% of Revenue Impact

Managing a Difficult

Foreign Exchange Environment

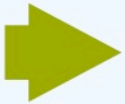
Hedging

Pricing

Adaptability
Over Time

- Rate of Change
- Timing of Devaluation
- Number of Currencies

Input **Cost Trends**

	2014 vs. 2013	2015 vs. 2014
Board / Paper / Print		
Resins		
Labor		
Currency (Chinese Yuan)		
Freight		

*Based on headline cost trends; does not reflect timing of increases

2014 Cost of Sales

As a % of Revenue	
Revenue	100%
Gross Margin	60.3%
Cost of Sales	39.7%

Board/Paper/Print	7.1%
Resins	5.7%
Electronics / Metals	2.7%
All Other	2.8%
Total	**18.3%**

Labor	9.0%
Factory Overhead	7.2%
Freight/Import Costs	2.5%
Tooling	1.5%
Inventory Variances	1.2%
Total	**21.4%**

Cost of Sales 39.7%

2015 Cost and Expense Trends

% of Net Revenues	2012 Actuals	2013 Actuals	2014 Toy Fair Projection	Actual 2014	2015 Trends	Comments regarding 2015 Trends
Cost of Sales	40.8%	40.7%		39.7%		Favorable product mix and low cost inflation
Royalties	7.4%	6.7%		7.2%		2015 is a strong entertainment year consistent with 2014
Product Development	4.6%	5.0%		5.2%		Anticipated in range of 5.0 to 5.5% of revenues due to Disney Princess and Frozen investments ahead of revenues
Advertising	10.3%	9.8%		9.8%		Targeting a level consistent with last 2 years
Intangible Amortization	1.3%	1.4%		1.2%		Projecting $44M in 2015 as additional assets become amortized
Programming Amortization	1.0%	1.2%		1.1%		Investing in content across mediums, primarily television expense
S, D & A	19.9%	20.6%		20.8%		Continued investments in the business; Higher equity compensation tied to improved performance; FX Impact
Interest Expense	2.2%	2.2%		2.2%		Consistent with historical trends as % of revenues
Underlying Tax Rate	27%	25.8%		26.5%		2015 tax rate anticipated in 26.5% to 27.5% range

Data excludes all charges and benefits during the periods as detailed in Hasbro's 2014 year end earnings release.

Delivering on $100M in Cost Savings

Category	Initial Targets (Feb.13)	Annual Run Rate of Savings Achieved	Future Savings	Total Savings by End of 2015
Workforce Reduction	$55M	$50M	--	$50M
Process Improvement & Other Expense Reduction	$30M	$38M	$10M	$48M
Facility Consolidation	$15M	$2M	--	$2M
Total	**$100M**	**$90M**	**$10M**	**$100M**

- Through 2014 we achieved $90M of cost reductions toward our goal of $100M by the end of 2015
- Remaining $10M in savings are identified and being implemented in 2015

Capital Priorities

Operating Cash Flow Target:
$500 Million on Average Per Year

- Invest in the long-term profitable growth of Hasbro
- Return excess cash to shareholders through dividend and stock repurchase program
- Maintain a solid investment grade rating and access to commercial paper market

Investing in Innovating Hasbro

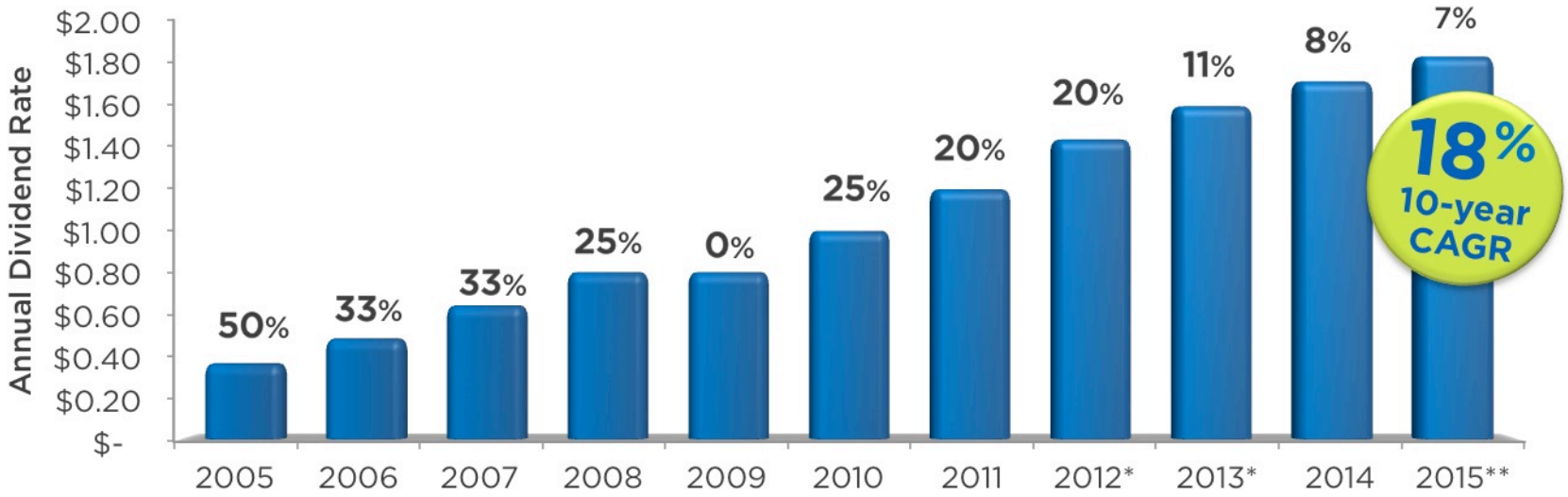
In the Blueprint

- **Geographic Expansion**
  - New offices
  - Global teams
- **Brand Innovation**
  - Magic: The Gathering
  - Disney Princess & Frozen

Systems & Processes

- **Global SAP Roll Out**
  - Almost complete
- **Development Process**
  - Increase innovation at Hasbro

Capital Priorities: Dividend



7%
2015 Quarterly dividend increase

Dividend in 11 of last 12 years

10 Years
$1.3B

*2012 and 2013 annual dividend rates have been adjusted to move accelerated payment paid in 2012 to 2013
** 2015 annual dividend rate is projected

Capital Priorities: Share Repurchase

2014 Year End
$64M
Remains

Authorization
$500M

10 Years
$3.3B

Medium-term Objectives

- Developed economies will grow modestly through brand innovation and market share gains*
- Emerging markets will grow double digits*
- We are focused on improving operating margins
- We expect to generate operating cash flow of $500M annually

*Excluding the impact of foreign exchange

Hasbro
Creating the
World's Best Play
Experiences

Hasbro